

RECRUITER

United States Army Recruiting Command

ANNUAL AWARDS

Journal

December 1999 - January 2000

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SFC Timothy McGillick



CSM Leturno, SFC Elizabeth Green, MG Gaddis



SFC Melessa Holland



SFC Douglas Welbaum



Monica Pack



Maria Kaplan



SFC Wilfred Oguma



Mary Baker



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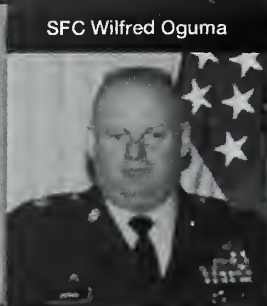
Diana Svab



SSG Feliece Cortez



SFC Karen NotarFrancesco



SFC Edward Jarman



SFC Elizabeth Green



SFC Michael Darbison



SSG Paul Senn

At the Annual Awards Pages 11 - 18



Left to Right- SSG Smith, SSG Cortez, SFC Green, SFC Welbaum, Monica Pack, Maria Kaplan, Diana Svab, Bob Rausch, Mary Baker, SFC St. Clair, SSG Senn

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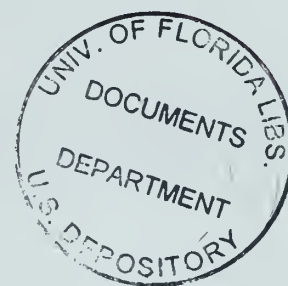
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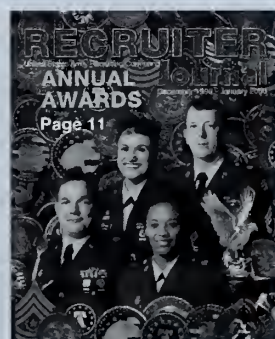
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ON THE COVER

Annual Awards
(Cover design and inside front cover by Joyce Knight, HQ USAREC)

MG Evan R. Gaddis



Greetings from USAREC headquarters at Fort Knox. I thought you should know that things are looking good in terms of our quality numbers and grad As, as we work our 2Q00 accession goals. Our quality continues to be high.

Things are looking good because you are doing good work out there. We really have turned the corner on success, because everyone is doing what needs to be done. We're seeing evidence that morale and production are coming up – all as a result of great leadership by our top-notch NCOs. Leadership has taken charge and I'm glad to see that recruiters are now talking about being part of the "best team." The proof of that is evident in the Army's increasing retention numbers – people want to be part of the Army and take ownership of the positive things the Army is doing around the globe.

I also want you to know that recruiting has the full attention of Army leadership. The Army Chief of Staff, GEN Eric Shinseki, recently presented awards to our recruiters of excellence. He pointed out that six months ago, we weren't doing as well as we are today. After many visits to stations, to MEPS, and to some of the training bases, the Chief concluded that recruiting problems were bigger than USAREC.

He said, "If the rest of us (in the Army) aren't contributing to recruiting, recruiting can't be successful."

GEN Shinseki has made manning the force his priority mission. He stated that recruiting is number one on his mission essential task list, and he is very aware that the Army faces keen competition for the types of high quality young men and women needed to sustain our Army. The CSA has charged every soldier with the responsibility to get the word out that the Army offers a tremendous experience for any young person, whether or not they choose to make it a career.

The Army is hearing the Chief's message. The Army sent us many fine young corporal recruiters who have been contributing to the recruiting effort since the day they set foot in our stations. They have been augmented

with a strong HRAP effort as well. TRADOC and FORSCOM sent us almost 10,000 HRAP soldiers in FY99, and we have the full support of the TRADOC commander in all of our efforts.

We are working two new themes into our advertising materials. The first theme is that the Army is the best team in the world, and communicating the idea that if you're good enough, you can be part of us. The second theme is a more subtle message of "Once a soldier, always a soldier." This theme underscores the Army belief that we are a tight knit family, and we offer more than money for college, that Army service offers lifelong intangible benefits.


Army advertising is getting the attention of high quality prospects. Ads for two-year enlistments, bonus money, and the \$65,000 Loan Repayment Program are helping get them in the door of the recruiting stations. We find they are "buying up" for longer tours after they get all the details of the opportunities and incentives we offer.

As a result of the Recruiting Market Analysis completed in 1999, we will open 77 new stations, relocate 46, and expand 13 existing stations. Of the 136 actions I tasked the Corps of Engineers to complete this fiscal year, we expect that 61 new stations, 35 relocations, and 11 expansions will be completed by 1 March. As you recall, many of the relocated stations were located in low producing recruiting areas and are being moved to better locations within their communities.

In other efforts to reconnect with America, you contribute to important national programs by assisting in voter registration and Selective Service registration via the Internet. This registration assistance brings people into the stations where they are exposed to recruiting messages.

Our Internet chat room on **goarmy.com** has been operational more than two months, and we can attribute at least 24 contracts being influenced by this feature and at least 20 DEP losses averted. During a typical chat session, our cyber recruiters will talk to hundreds of prospects, many of whom are repeat visitors to the site. There is vast potential here. Additionally, our web site is looking good – growing and user-friendly. A recent addition to the site is a virtual tour of the new Army barracks.

The bottom line is this: You're doing a great job and everyone in the Army knows it. The rest of the Army is behind us giving us their full support. I smell success.

Be all you can be! 

I say goodbye to our second millennium with sadness, yet I am excited about what the new one will bring. As I write this article, I celebrate my 45th birthday – more than 27 of those years in uniform and 19 years wearing the USAREC patch. It has been just 18 months since I came to USAREC headquarters to be your CSM, but the changes I've seen in USAREC have been significant.



CSM Roger Leturno

Look at FY 99. There wasn't a handbook to help guide the way. For years we literally tossed in the can many of the management systems, training techniques, sales tools, missioning models, etc. USAREC began exploring new directions. We're not just thinking out of the box anymore. We're executing those ideas. And that's every day!

In addition to ARISS, internet access, corporal recruiters, thousands of HRAP soldiers, the outsourcing of 70 AGR recruiter positions and an AMEDD contractor test, \$20,000 RA and \$8,000 USAR enlistment bonuses, a two-year enlistment bonus, linkage of the Army College Fund and Enlistment Bonus, College First, a major shift into the grad market, focused college recruiting, DAPP and RITS in 6th Brigade, STAR in 2d Brigade, Phoenix News in the 1st Brigade, the Recruiting Support Brigade went digital, we've even acquired rock-climbing walls. In the near future, we should see approval of the GED Plus pilot program, changes to Title X, expansion of the ARC to eight weeks – the list goes on and on.

Several months ago, I chaired a board with seven other senior noncommissioned officers to select USAREC's top soldiers of FY 99. This year we added an additional category. I wanted to give recognition to the one position everyone agrees is the center of gravity in any recruiting station, that is, the station commander.

We had a very competitive field this year. As a minimum every recruiter and station commander had to achieve mission box for FY 99. All competitors exceeded their mission by significant numbers. The board selected the winners on their knowledge of USAREC history, recruiting programs, Army skills, soldier subjects and programs, presentation at the board and military appearance. It was obvious to the members of the board that every brigade sent their best. If you consider each of the 41 battalions had a top soldier, RA and USAR recruiter and station commander – that's 4 times 41, or 164 winners! After the brigades selected their winner from each category, the number competing at USAREC quickly diminished to 20 (plus the top RA and USAR AMEDD Recruiter from each detachment.)

As I said, this year was tough. In two categories, we had to break ties, and in several others the difference between winner and runner up was less than 4 points. I am very happy with this year's winners. As in years past, the top RA and USAR recruiter will likely be called upon to speak on behalf of USAREC in Senate and House of Representative hearings and major events throughout the year. These soldiers must have knowledge, skills and experience, coupled with the ability to professionally

articulate answers to the questions asked of them. I believe we've selected well.

Let me introduce you to this year's winners:

SSG Feliece Cortez, Top RA Recruiter has 18 months in USAREC, wrote 32 contracts for a mission of 17, scored 300 on her last APFT and is a single parent.

SFC Elizabeth Green, Top USAR Recruiter has 30 months in USAREC, half of a brother-and-sister team in Los Angeles Battalion, plans on running her first marathon in the year 2000, wrote 37 contracts (16GCA) for a mission of 34, by the way, with only nine months on production. In the 4th quarter Green was selected for a guidance counselor position. She was honor grad of her class.

SSG Uhura Smith, Top Soldier. She is the Admin NCO of Chicago Battalion and a single parent. Smith is going to the Retention School 2nd quarter. Yes, her mother was a Trekkie.

SSG Paul Senn, Top Station Commander. Took over a station that hadn't written any contracts for a year. He went 150 percent last year. Today he is the LPSC of Minot RS in Minneapolis Battalion.

SSG Douglas Welbaum, Top USAR AMEDD Recruiter, former 18D Special Forces Medic.

SFC Jack Sinclair, Top RA AMEDD Recruiter, most experienced of the winners. Assignments include Recruiter, LPSC, AMEDD Recruiter and Station Commander.

Let me tell you something else. All the soldiers who entered the boardroom were winners – we had no losers. They're all overachievers, not just for USAREC, but their entire career. It was evident in their performance at civilian and military schools, former assignments, APFT scores, and awards. They balance their work with family and are active members of the community. They work the colleges, high schools and their DEPs. They prospect to obtain an appointment. They tell the Army story. They *are* the Army story.

I would be remiss if I didn't mention the USAREC civilian award winners for this year. As with their Army counterparts, they represent this command's best of the best. Every one of them is dedicated and committed to their jobs and the mission but, more importantly, to the support of the soldiers. To Diana Svab, Monica Pack, Mary Baker, and Maria Kaplan – outstanding representatives of an exceptional civilian workforce – thank you for everything you do!

I said change is happening, but one thing remains constant. It is the Army recruiter that sells the Army. Not the technology or any program. It's you, the one in the foxhole. You touch every civilian who aspires to wear our uniform. You may be the first to educate them that life means more than "what's in it for me?" You tell them it's about being part of a team, something much bigger than yourself, that the Army with its 226 years of proud heritage is a builder of nations.

The Army will fight and win our nations wars. USAREC will provide the strength. That's what we do. Let's make FY 00 a great year. We can get the new millennium started out right. Our Army and nation is depending on us.

Good Recruiting and Happy New Year. 📞

Female Class A uniform change deadline delayed

Mandatory purchase of the new components to the female Class A uniform has been delayed until Oct. 1, 2003.

The previous purchase date for these items was last Oct. 1. Many complaints from the field have been made as a result of the uniform not being available for purchase in the Army Military Clothing and Sales Stores.

Class A uniforms currently available in the AMCSS are Army green shade 489 (issue type fabric), however, the optional shade 491 is not available in the polyester fabric, with the new slacks and skirts (the slacks do not have belt loops and the skirts do not have the rear kick pleat and other changed specifications.)

The female prototype jacket currently under review has more room under the arms for saluting and reaching and appears to fit better.

Army Web Site Now Offers Online Recruiting

A new interactive element was added to the US Army Recruiting Command's (USAREC) web site allowing live online chat with Army recruiters. The chat room feature, called Recruiter Chat, has several recruiters available to answer questions about the opportunities available for individuals wanting to learn more about the Army and Army benefits.

On-line chatting is expected to help those interested in joining the Army be better prepared for making a decision on enlistment. Visitors can obtain knowledge of important subjects such as basic training, qualification criteria and the Army's physical fitness requirements without ever having to go to a recruiting station. On-line recruiters can share information about the numerous Army job opportunities, cash enlistment bonuses, the Montgomery GI Bill and Army College Fund, which can give up to \$50,000 toward continuing education for qualified individuals.

"This opens up a previously untapped market for the Army Recruiting Command to explore," said SFC Mark Edwards, one of the online recruiters. "The program is unique because it allows anonymous individuals to explore their options with the Army without the intimidation of facing a recruiter in person."

The chat room feature is one of several new items available on the Army Recruiting Command's redesigned web site www.goarmy.com. The new site also provides interactive videos, a frequently asked questions feature, and the ability to find a local recruiter.

Prior to going online with the chat room, recruiters answered questions through individual email messages. In addition to being time consuming, this method also meant a delay in getting answers.

"The chat room gives visitors real-time information," said SSG Lindsey "Hersh" Hershey. "For people who can't visit a recruiting station during normal operating hours, the chat feature lets them query actual recruiters and make informed decisions."

The US Army Recruiting Command recruits young men and women to serve in the active Army and Army Reserve. Located at Fort Knox, Ky., USAREC supports more than 6,300 active and Reserve recruiters working at more than 1,600 recruiting stations across America and overseas. For further information on Army opportunities and activities go to www.goarmy.com.

How to give your DEP and DTP soldiers recognition

One of the first ways the Army gives recognition to new soldiers is to send a DEP/DTP news release to the person's hometown newspaper. Parents often save this newspaper clipping for years, and it can become part of the family's history.

For this reason, it is important to fill out the DEP/DTP News Release, USAREC Form 541-R-E, on each and every DEP/DTP member. Getting the form filled out as completely as possible speeds the process for your DEP member to be published.

Although the ARISS software does not allow for typing the ZIP Code into the relative's address section, this does not mean the form cannot be forwarded. If it is possible to print the form, ask the DEP/DTP member to write in the ZIP Code. If that is not possible, fill out the remaining portions of the form and include it in the enlistment packet. The DEP/DTP soldier's enlistment news can be printed without having the ZIP Code in the relative's section of Form 541-R-E.

During October, more than 7,000 recruiting news releases were sent to newspa-

pers around the country by the Hometown News Center. This information provided the community with news of its citizens and also provided recruiters with a tool for spotlighting the Army.

Your battalion Advertising and Public Affairs office can answer your questions about the DEP/DTP news release form.

HRAP Recruiting Message Points

The following message points are provided to assist you in telling the Army story and recruiting. Successful Hometown Recruiters speak with credibility with their peers about their positive Army experience and the advantages of being a soldier.

Message Points:

You can be part of the greatest team in the world. When you qualify to join the Army team, you are instantly a member of the Army family. Here are some benefits the Army team offers you:

- * The Army is now offering enlistment bonuses up to \$20,000.

- * There is now a cash enlistment bonus for two-year enlistments. Until now cash enlistment bonuses were offered only for three-year or longer terms of service.

- * For the first time the Army is offering a cash bonus in addition to the Army College Fund.

- * The Army College Fund offers up to \$50,000 for college or vocational training.

The Army College Fund is available for two, three and four-year enlistments, with the benefit ranging from \$26,500 to \$50,000.

The \$50,000 Army College Fund means that when your enlistment is over and you are a full-time college student, you (not the school) will receive a check for \$1,388.88 every month.

The Army guarantees in writing, before enlistment, training in one of over 200 job skills

The starting pay in the Army is over \$1,000 per month with free housing and meals. In addition, the Army provides free medical and dental and 30 days of paid vacation.

No other company in the world can offer the package of bonuses, college assistance, and skills training that is available in the Army.

Last year alone over 100 thousand people joined the Army and the Army Reserve, and today are benefiting from that

decision. There are more than 70,000 women in the Army today.

Use a personal testimonial: "Last year at this time I was right where you are today. I chose the Army not because it was my last option, but because it was my best option."

Posting Army Hyperlink and Army Opportunities on College Computer Systems

by CPT Keith F. Hanley
Bangor Company Commander

Increase your leads and referrals by asking the Career Services/Placement offices in your colleges to post the Army Hyperlink and employment opportunities on their campus computer system. This will help the colleges and will help you recruit college graduates and currently enrolled students. This action will also help you implement the strategy outlined in the August, 1999 *Recruiter Journal* article "Recruiting on the College Campus."

This article says to visit college Placement offices and ask to put something about the Army on the career planning and placement database. Placement offices, also known as Career Services offices, function to help graduates and students find part time and full time jobs. Most now use computers to post job listings. The offices that use computer systems can post the vacancies so they can be accessed only by students (on an internal Intranet) or by graduates too (via the Internet). In both cases, ask the Career Services Director to include the Army's <http://www.goarmy.com> Internet address with your local POC information. Also, try to make this address a hyperlink so that when the job searcher clicks it, he immediately reaches the Army web page. This provides the searcher an instant world class web page and an easy way to reach you (one stop shopping) to provide you a hot lead quickly.

The whole setup is easy to do and only takes a few minutes. All you have to do is ask the Career Services Director to help. If you have not done this yet, first emphasize that we are partners in education. The Director will be willing to help when they see that the Army can help get their disenrolled students financial assistance and possibly re-enrolled. Along with helping their undergraduates get more money

for college, the Army can place their seniors and graduates in full time positions with loan repaying options. The following example from Bangor Company in Maine shows how quickly you can accomplish this action:

On 15 November 1999, CPT Hanley, CPL Curtis, and PVT Clark (an HRAP) met the Maine Maritime Academy Career Services Director after Curtis and Clark completed a table day on campus. After discussing how the Army could help current and former students, Hanley asked the Director, Mr. Dick Youcis, if he would post Army job opportunities on the campus computer system. Youcis was very cordial and helpful, and he fulfilled the request on the spot. He first typed in a general description of Army job opportunities and incentives and then added this description to other job listings within each of the major career fields on his system — Note: since you can expect something similar, bring and give the Career Services person a written announcement so you can save time and precisely articulate what you want listed. Youcis also added the Army Internet address to the job description and then explained that graduates worldwide can access the job listing through the Internet.

Youcis then tested the system to see how well it worked. He first entered the Internet, then went to the MMA web page, selected career services, selected the Army opportunities listing, and finally selected the **goarmy.com** address from within the Army opportunities listing. Since this address was a hyperlink, you rocket right to the Army homepage. The whole setup and access process was easy and quick, and Youcis completed both in minimum time.

With your prompting and guidance, Career Services personnel at your colleges can easily post Army opportunities on their computer systems too. Again, this helps colleges serve their graduates and current students, and it can help you get leads and put some quality people in boots.

Correction

In the last issue, Quality Volume, SSG Benito H. Silva, Top RA Recruiter for September, was identified as being with the Portland Battalion, which should have been the Sacramento Battalion.

Hispanic Leadership Conference in December

Secretary of the Army Louis Caldera and Florida Senator Bob Graham were the keynote speakers at the Hispanic Leadership Conference in Miami, Fla, on Dec. 10. The conference was hosted by the United States Army Recruiting Command as part of its ongoing efforts to provide outreach to the Hispanic community.

Caldera echoed motivational speaker Garo Ypreman's phrase, "What a country!" when he spoke of emerging from his own background of poverty to his subsequent successes in the military and political arenas. Caldera described his attendance at the United States Military Academy at West Point and his follow-on military assignments as fundamental to his character and leadership development.

Caldera said his goal was to ensure that every Hispanic youth would graduate from high school, perform meaningful work, and obtain a college education. It is his belief, he said, that young Hispanics would be well-served by a tour of service in the US Army.

"The United States Army is the largest employer of young people in America," Caldera said. "Hispanic youth need the opportunities available through the Army."

Graham described a Junior ROTC program that transformed an inner-city Fort Lauderdale school from one that had low academic performance and a high drop-out rate to one where the 200 JROTC participants are setting the standard for the other students. Adding 275 more JROTC programs to American schools will give more young Hispanics an opportunity to be exposed to the military, Graham said, citing the statistic that 35-40 percent of JROTC participants continue in subsequent military service.

One purpose of this conference, according to MG Evan R. Gaddis, USAREC commanding general, was to inform local influencers of the Army's commitment to being involved in the Hispanic community through USAREC's educational programs. Gaddis said another reason to hold this third in a series of conferences was to glean ideas from successful Hispanic adults on ways to reach Hispanic youth. Other presenters included former Housing and Urban Development secretary Henry Cisneros and SOUTHCOM deputy commanding general MG Alfred Valenzuela.

Interpersonal skills:

- How are yours?



If you think about it, your integrity and interpersonal skills are the bedrock and foundation of everything you do as a recruiter. Your professional reputation and the confidence with which people approach you depends on your integrity and your ability to communicate and "connect" with prospects, applicants, DEP members, parents, and influencers.

Of course, your integrity is critical and much has already been written about integrity in recruiting. The other issue, your interpersonal skills, is vital to your success. Interpersonal skills are, in fact, your customer service programs.

Customer Service Programs

Excellent customer service will produce many benefits such as outstanding word-of-mouth advertising, existing DEP/DTP retention and loyalty, new referrals, and a powerful foundation to build your other programs on. A huge part of a well-rounded customer service program includes people skills. Knowing how to effectively work with various personalities is a necessary skill in today's competitive world.

Most people learn their people skills accidentally. They try something and, if they get a positive result, they repeat what they did. Unfortunately, it can be very costly to experiment with customer service. We could spend years attempting to recover from a failed customer service effort.

There are four aspects to understanding personal awareness: Personality Identification, Understanding Self-Image, Developing Self-Esteem, and Understanding Stress. In this article we will discuss personality identification and building self-esteem.

Personality Identification

There are four different types of personality, and those personalities are characterized by their source of energy (whether a person is an introvert or an

extrovert), how they collect data (through their senses or by intuition), how they solve problems (thinking vs. feeling), and their lifestyle and interaction with the environment (whether they are a judging or a perceiving character). How well you understand these different personality types may influence your ability to communicate with a variety of people.

Source of Energy

Introverts. Their essential stimulation is from within, that is, they are energized by inner resources and internal experiences. They do their best work internally, in reflection. Their interests have depth, and their communication is usually reserved until they know and trust a person. Introverts think best when alone and share with other people only when they are clear on what they believe. They usually let others initiate contact and have few deep friendships. They prefer to read and write rather than "go out."

Extroverts. On the other hand, extroverts get their essential stimulation from the environment, the outer world of people and things. They are energized by people and experiences. They do their best work externally, in action. Their interests have breadth, rather than depth, and they usually communicate freely and expressively. Extroverts think best when talking with people and usually take the initiative in making contact with other people. They tend to have broad friendships with many people, and they prefer conversation to reading for stimulation.

Data Collection

Sensing. The sensing function takes in information by way of the five senses - sight, sound, feel, taste, and smell. Those who are sensing look at specific

parts and pieces and deal with known facts. They live in the present, enjoying what is there, and they trust experience more than theory. They dislike new problems unless there is a standard solution and prefer the concrete instead of abstract ideas. They learn best sequentially, step by step, and tend to be good at precise work.

Intuiting. The intuiting function processes information by way of a "sixth sense" or hunch. Those who are intuiting look at patterns and relationships. They prefer to deal with possibilities and they live toward the future, anticipating what might be. They trust theory more than experience. Intuitors like new problems and developing new solutions, and they like the abstract. They learn by seeing connections, they jump in anywhere, leaping over steps. They tend to be good at creating designs.

Problem Solving

Thinking. The thinking function decides on the basis of logic and objective considerations. "Thinkers" trust logic and place a premium on fairness - they tend to decide things impersonally, based on analysis and principles. Thinkers are critical and spontaneously find flaws. They are good at analyzing plans and they value reasonableness. They have a tendency toward asking why something happened.

Feeling. The feeling function decides on the basis of personal, subjective values. "Feelers" tend to decide things based on what they like or dislike, their values, or the impact of a decision on people. They trust personal reactions and place a premium on harmony. Feelers spontaneously appreciate, rather than criticize, and are good at under-

standing people. They value compassion and tend to be accommodating.

Interaction with Environment

Judging. A judging lifestyle is decisive, planned and orderly. A “judger” enjoys being decisive and feels comfortable establishing closure. They work best when they can plan and when they can follow the plan. Judges like schedules, which help them avoid taking on too many tasks and then feeling inadequate. They do not tolerate uncertainty well and they like a definite order and structure.

Perceiving. The perceiving lifestyle is flexible, adaptable, and spontaneous. “Perceivers” enjoy being curious and discovering supplies. They feel comfortable maintaining openness and enjoy working on different projects as their interest surfaces. Perceivers are energized by deadlines and enjoy last-minute rushes. They are able to tolerate ambiguity well and like “going with the flow.”

Developing Self-Esteem

Self-esteem is an emotion. It is the degree that we like and accept ourselves in spite of our mistakes, frailties, setbacks, and shortcomings. Self-esteem is our compassion for ourselves. There are seven steps to building self-esteem in ourselves and others.

1. Help people recognize their personal uniqueness. Recognize you are beautiful and unique just the way you are.

2. Understand that you are in competition with only your best own self. Get away from believing that you have to stack up to others.

3. Recognize that your worth is innate; it is not determined by our actions and decisions.

4. Accept 100 percent accountability for your actions and decisions. To do this, provide yourself with alternatives and allow yourself to recognize both benefits and consequences. Allow yourself to make decisions, then hold yourself accountable.

5. Understand that mistakes enhance your awareness, which allows opportunities to grow and improve. Recognize your mistakes as stepping stones to achievement.

6. Life is a journey – take it one day at a time.

7. Praise pays, for yourself and others, even when things aren’t going well.

Some of the building blocks of self-esteem are:

- **Individuality** – An appreciation of the special combination of traits, talents, and foibles that makes you who you are is essential to good self-esteem. Without a clear sense of individuality, you can become a chameleon, taking on the identity of those around you.

- **Integrity** – Self-esteem comes, in part, from living according to your values. People who compromise their values in order to gain wealth, status, or power inevitably do so at the cost of their self-esteem.

- **Connection** – We like ourselves more when we feel a part of a group of people whom we love and admire. Their support and acceptance bolsters our self-esteem when disappointment, failure, or rejection pull it down.

- **Personal Power** – Too often, power is defined as having authority over others, but it can also mean being able to make things happen and confidence in our ability to create our own destiny.

- **Risk-taking** – People with self-esteem have the *self-confidence* to take risks, despite the possibility of failure. Since their self-esteem does not depend on success or failure of any one venture, they expect to learn from risk-taking, regardless of the outcome.

- **Achievement** – Accomplishing your goals, no matter how small, makes you a winner, bringing pride of achievement that increases self-esteem.

- **Self Respect** – Belief in your right to be treated fairly and courteously is the cornerstone of self-esteem. Without it, you’ll treat yourself badly and let others do the same.

- **Self Talk** – An interior monologue that is encouraging, supportive, and praising builds self-criticism. Discounting accomplishments and gloomy predictions for the future tear it down.

Some people confuse *self-esteem* with arrogance and become self-effacing to avoid appearing conceited. But

arrogance is not a reflection of self-esteem; in fact, it generally indicates just the opposite. Arrogant people inflate their egos by exaggerating their accomplishments while *belittling* the talents of others; people with good self-esteem acknowledge others’ talents accomplishments *as well as their own.* 🗿

Boosting Self-Esteem

- **Keep Learning** – Learn something new everyday, even if it’s only a new vocabulary word, a little known fact, or the name of a new co-worker.

- **Choose Friends Carefully** – Cultivate relationships with people who make you feel important, people whose accomplishments you admire. Remove from your life anybody who puts you down. Don’t spend time with people who are bad for your mental health.

- **Build Skills** – Do something everyday that you do well. No matter how insignificant it may seem, any accomplishment bolsters self-esteem.

- **Change Yourself** – Change those things about you that bother you. If you can’t do anything about them, stop brooding.

- **Persistence Pays** – Never, never, never give up. The only thing that stands between mediocrity and excellence, between failure and success, is the little voice within you that says, “I can do it.”

- **Positive Self-Talk** – Treat yourself kindly. Don’t focus on your mistakes; just understand that there was a better way of doing it, and promise yourself that next time you’ll do it differently.

- **Go for It** – Take risks. A single courageous act is the first step on the road to enduring self-confidence.

- **Keep Your Perspective** – Mistakes are not catastrophes. Acknowledge your shortcomings but remember that you can never be a failure as long as you have given your best effort.

- **Be Realistic** – Set goals realistic enough to be attainable, yet difficult enough to be a challenge. Reaching your goals, no matter how small, will give you a tremendous amount of self-esteem.

- **Physical Fitness** – Aerobic exercise enhances feeling of positive well-being and zest for life, a major component of self-esteem. The discipline involved in exercising will translate into other areas of your life, helping you shape up your work or personal relationships as well as your body.

USAMU to add fire power to Army Recruiting force

Story by Paula J. Randall Pagan

Photos by SGT Lewis Tippie

USAMU Public Affairs Office

As of 1 October 1999, the United States Army Marksmanship Unit was formally reassigned from the Community and Family Support Center to US Army Recruiting Command.

Good news is that the USAMU joins the USAREC team with a running start. In 1999, USAMU soldiers had participated in over 50 USAREC support missions, producing hundreds of leads. Now that the USAMU is directly assigned and fully funded to do recruiting support, the demand for the USAMU's fit, sharp, professional soldiers on the recruiting trail is expected to increase dramatically.

The USAMU has three basic missions: to train shooters to win, to promote Army awareness, and to enhance combat readiness by training marksmanship trainers, and doing guns and ammo R&D. The unit is composed of a support staff, a custom firearms shop, and seven competitive shooting sections - service rifle, service pistol, action shooting, international rifle, international pistol, shotgun, and running target.

Since 1956, the USAMU has established its reputation as the world's greatest shooting team! Its shooters have won hundreds of individual and team national titles with more than 40 world championships, and 19 of the 28 US Olympic shooting medals won since 1960.

The USAMU has earned its reputation as "The Home of Champions." The shooters routinely compose over half of the US Men's Olympic Shooting Team. The unit currently has 11 former Olympians and many other highly competitive shooters who are very strong contenders for Olympic gold in 2000 at Sydney, Australia.

"We are fortunate to find a great fit in USAREC for the unique capabilities of the USAMU," said COL Arch Arnold, the USAMU commander. "We expect to be able to retain our focus on winning while making an even greater contribution to Army readiness by helping keep the Army's foxholes filled. Our shooters are really enthusiastic about serving in this unit and the Army. As such, they are ideally suited to attract young Americans wanting to serve in the US Army and we are looking forward to the challenge of being champions in this new endeavor."

The USAMU has already received much positive feedback from recruiters.

"USAMU performances in matches not only provide positive community relations benefits, but also provide a forum for approaching talented prospects to encourage them to join the Army," said Michele M. Moore, public affairs specialist of the US Army Great Lakes Recruiting Battalion.

"At sporting expositions, the

USAMU has performed a popular trick-shooting demonstration, provided Olympians to autograph photographs, and set up booths with gunsmiths to certify personal weapons for safety and offer repair

advice. A sharp recruiter, armed with brochures and the Army story is able to obtain leads or appointments on the spot."

USAMU soldiers also provide direct assistance to Army recruiters in other ways. Accompanied by recruiters, they visit high schools and speak to students about their Army experiences. Since all USAMU soldiers have completed the Infantry School's Instructor Training Course, they are experienced with speaking in front of large groups and are confident discussing Army life. The shooters have used computerized marksmanship simulators, videotapes, laptop computer projection slides, and static displays as well as brochures and giveaways to increase the appeal of their presentations.

The USAMU has been operating as a national TAIR asset for several years, according to CPT Michael T. Williams, USAMU operations officer.

"Now that the USAMU is an actual USAREC asset, it is important for all



SGT Emil Pvaslick has prospects ready to "pull the trigger" to enlist.

commands to know exactly what the unit can offer and how best to incorporate USAMU assets into their operations," Williams said.

The USAMU conducts three types of recruiting missions - pure recruiting missions, match add-ons, and match visits.

Pure recruiting missions: Not in conjunction with any match, these missions are purely focused on recruiting. These are best suited and most flexibly available for the competitive "off season" - October through January. (This minimizes distraction from peak training and performance in major competitions.)

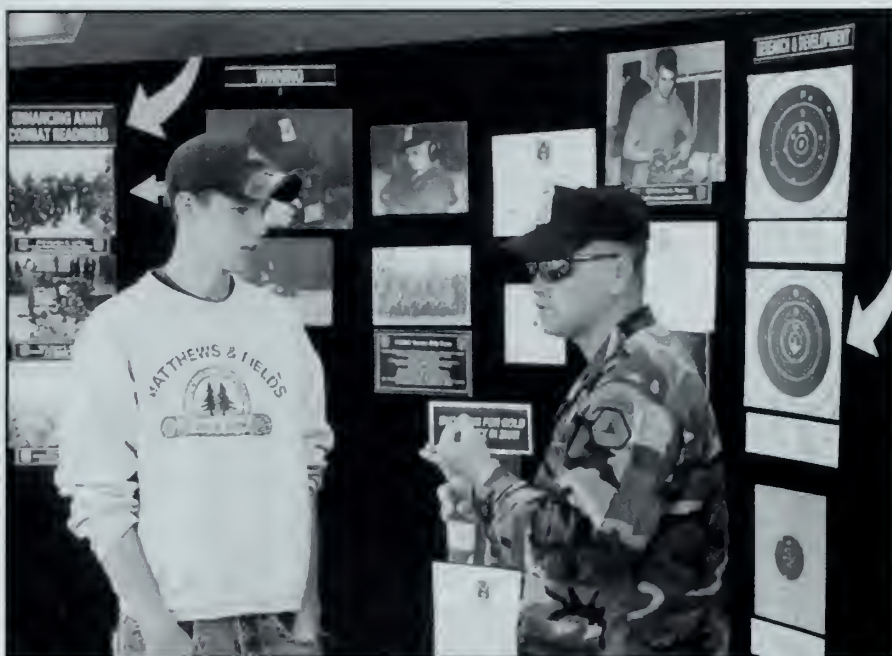
Match add-ons: These missions occur when a team remains on location for a few days after a competition. This type mission creates little distraction to a team's training and competition schedule and is easily coordinated. It is also a more cost-effective means of conducting recruiting support days because the team is already in the area. This mission is best suited for the competitive season, which is February through September. (Local recruiters can view the USAMU match calendar which is regularly updated on the website www.usamu.com.)

Match visits: This mission involves recruiters bringing Delayed Entry Program prospects out to view shooting events and interact with the shooters between matches.

"This is a very low cost way to keep DEPs interested in the interim before they depart for basic training," Williams said. "It is also good for prospects who are unsure about the military. It provides them an opportunity to talk to real soldiers who are enjoying their time in the Army."

When planning for USAMU support, there are many considerations to take to ensure a successful mission, according to Williams.

"We rely on local recruiters to put us in schools and venues where the shooting sports are welcome," he said. "It is important to ensure that the target audience knows in advance that AMU is a shooting team. The USAMU presentation can, however, be tailored to its audience's views on firearms and



Pvaslick prospects at the New York State Fair.

shooting. Team members can discuss gun safety, goal setting and mental discipline, Olympic competition or basic training and other Army experiences for example."

Junior ROTC programs and shooting clubs and teams have naturally been receptive to a shooting-oriented presentation. In this type of environment, USAMU soldiers have given shooting demonstrations, clinics, weapon and equipment expositions, and computerized marksmanship training.

"The most critical planning consideration is getting a detailed itinerary from local recruiters at least two weeks in advance in order to tailor the USAMU presentation before departing from Fort Benning," Williams said. "It is also a must to advertise the event in local media ahead of time."

The USAMU can fax biographies of shooters and ship any promotional materials to the station before a mission. Williams recommends that stations coordinate any support requirements, such as power sources, overhead projectors, and television monitors with the teams in the coordination phase at least two weeks out.

"Early preparation and thorough coordination between the station and the team NCOIC prior to home station departure can ensure a productive effort

and wise use of USAREC resources," he said. "Our intent is to bend over backwards to support every possible request for our services."

Battalions should initially coordinate USAMU support through their brigade Advertising and Public Affairs. Once approved, the USAMU S3 will coordinate all activities directly with the requesting battalion S3. Finally, the USAMU mission NCOIC will make direct contact with the recruiting station host at least two weeks before execution.

To contact the USAMU S3 call (706) 545-3510, DSN 835-3510, or e-mail. at williamsmt@benning.army.mil. Again, to see the USAMU match calendar, contact the local Advertising and Public Affairs Office, Williams, or check www.usamu.com.

"The USAMU will provide soldiers who are enthusiastic, professional, and proud to serve," Williams said. "They are perfect candidates to talk to students about the Army."

"Our soldiers understand the challenges faced by today's recruiters, and we want to do our part of helping stations make their mission and ensure the combat readiness of the Army."

Editor's note: The sunglasses worn in the photos above are issued by unit supply to USAMU personnel.

Recruiter Information Tracking System (RITS)

*by CPT Gary A. Wittmann
Medford Co, Portland Bn*

Throughout the 6th Recruiting Brigade, companies are quickly taking advantage of what automation provides to them—quick and accurate information at the touch of a button. In the past, recruiters relied on the manual system of putting pencil to paper for capturing all required information. Now, the Information Age has opened the door for new ideas and better ways of managing information. One of these better ways is the Recruiter Information Tracking System (RITS) developed by SSG Keith E. Anoe.

The benefits of RITS are twofold. First, it gives the recruiter a more efficient way of organizing and managing Leads Refinement Lists (LRL) data. Second, it can be used as a supervisory tool to assess and direct recruiter prospecting efforts. This article will briefly discuss how the Medford Recruiting Company is putting RITS to good use in these two areas.

Here's how the program works. After loading all of the data from the LRL into the computer database, the recruiter can use the RITS program to develop a pre-call plan. At the touch of a key, the program recalls all students from a specific high school (or college if you wish). From there, the recruiter can further categorize and refine the list. Maybe the recruiter wishes to recall all students who have not yet been contacted or are only CAT IIIA or better. The program then queries the data and provides the recruiter with only the desired names. This eliminates the possibility of the recruiter missing a name on his/her LRL, and it also saves the recruiter valuable time in development of pre-call plans.

As soon as the pre-call plan has been developed, the recruiter commences in calling the potential applicants by just striking a key. This, in turn, dials the home telephone number for the recruiter. If the attempt is made and no contact has been initiated, the recruiter then types in the "attempts block" that a telephone call has been made. The program then fills in the time/date group for the recruiter. If the attempt proves successful, the recruiter then has the ability to record blueprint information for

future use, log in the contact, and/or develop a 200 card for the appointment that has been made.

The RITS program is not only an automated LRL for the recruiter, but also a tool to be used by the station commander and the CLT to analyze the recruiter's work ethic. By capturing the date/time group of all attempts and contacts, the station commander has the ability to effectively DPR with the recruiter. Using the recruiter's planning guide and comparing it to the reports generated by the program, the station commander now has a quick way of seeing the number of attempts made from the day prior. For example, a scenario where the recruiter had annotated four hours of P1 prospecting in his planning guide, but where the system reflects only 30 attempts, could lead the station commander to conclude that the recruiter isn't working the phones as hard as he states he is.

RITS is also a good tool for directing prospecting efforts. This is accomplished by loading three years' worth of LRLs into the RITS program and sorting the database by street address. From this information, station commanders and recruiters can determine the number of past/present potential applicants living on "Smith Street." The station commander can then control the recruiter's P3 efforts by directing him to conduct hot-knocks along predetermined routes or streets. Not only does this allow the station commander to effectively guide the recruiters while they're out of the office, but it maximizes the recruiters' time by outlining a route where they are working not only the senior market but the grad market too. Station commanders can also direct the recruiters to post a specific number of businesses in that area and seek out COIs to cultivate in the future. In one success story, one three-recruiter station flooded six hot-knock appointments and contracted four of them that very same month.

Even if the recruiter does not talk to a potential applicant during his/her hot-knock, they have the opportunity to talk to the person answering the door. Once in front of the parents, my recruiters get as much information as possible in order to blueprint and call back at a future time. In some instances, the recruiter asks when Johnny or Sally will be home and if the recruiter will be able to return (with the parents present) to answer any questions. Believe me, if the parents want to break the apron strings from their children, they will invite you back!

The key to success is automation. Mandate that your recruiters use automation to increase productivity. Since many will be reluctant to embrace new technology and ideas, it is the responsibility of the station commanders and the CLT to enforce standards and guide recruiters successfully into the next millennium!

SNIPER CHECK

by SFC Robert Snipes, 1st AMEDD

S - Seek out your applicant. Ask and it shall be given to you – ask for lists, ask to have your info included in mailouts from the registrar's office, ask for table days and presentation days for TAIR.

N - Three "nevers" in recruiting: Never wonder if this person will pass the ASVAB; they believe they can pass, so should you. Never worry about making mission – if you're doing the work, good things will happen. Never wait – your applicants want to serve our country, have education benefits, travel, or have adventure in their lives. Don't stand in their way.

I - Initiative, be sure you have plenty. Be a self-starter. Motivation can take you a long way.

P - Plan. Planning guides have dates for a reason; make a plan and stick to it. Long-term and short-term planning will keep you ahead of mission requirements.

E - Energy, keep it high. Remember the acronym HALT – never get too Hungry, Angry, Lonely, or Tired.

R - Respect yourself (4 Rs - run, rest, relax, read), your applicants (Privacy Act, work schedule conflicts, desire to wait before continuing to process), your coworkers (treat them with respect and they will respect you).

CHECK - Always check your work. Follow up not only new applicants, but also with those who have already processed – they may provide you with excellent leads. Ask for referrals and make sure referral points are forwarded. Everyone answers a phone sometimes; ensure appropriate hours for calls. Post your areas during visits so that everyone will know your name and the great product you are selling, the Army.

Regular Army Recruiter of the Year

The daughter of a soldier, SSG Feliece Cortez now proudly wears the title of the "American soldier" herself. Because of her ability, dedication, and effort, Cortez was selected as the RA Recruiter of the Year during the Annual Awards Board held at USAREC headquarters, Dec. 6-8, 1999.

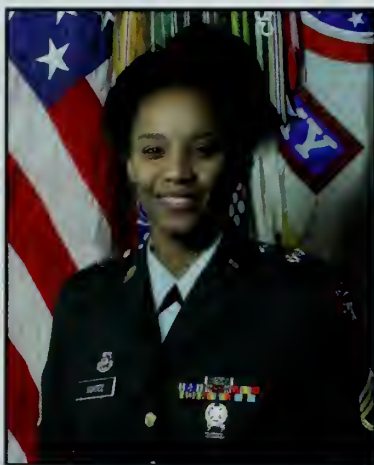
"When I sign for a mission," said Cortez, "I feel that I have given my word to accomplish my goals – mission box plus!"

The result of Cortez' diligence was that she achieved 188 percent of her assigned mission for FY 99.

According to COL James A. Cox, 3d Brigade commander, Cortez gave 3d Brigade the chance to dispel the command-wide myth that it's difficult to achieve mission in 3d Brigade.

"SSG Cortez has significantly over-achieved in a place where recruiting efforts have historically produced less than desirable results," said Cox. "Her area of responsibility has historically been one of the lowest for unemployment, thus lessening the propensity for young men and women to enlist. SSG Cortez has dispelled that myth."

Cortez enlisted in the Army in August 1989 as an administrative specialist, and she also worked postal duties before



joining the Recruiting Command in 1998. She plans to convert to 79R; her goals include earning the recruiter ring and Morrell award, as well as completing her college education.

"My position has enabled me to make a real difference in the lives of America's young men and women," Cortez said. "The great legacy of the United States Army must continue, and I will continue to put forth as much time and effort necessary to recruit as many soldiers as possible."

Indianapolis Battalion sergeant major, CSM Steven L. Deane, ranks Cortez among the best recruiters in USAREC.

"Her dedicated execution of recruiter skills, coupled with the intense desire to excel, make her worthy of emulation by peers and subordinates alike," Deane explained.

Cortez devotes her "leisure time" to the community of Anderson, Ind., by being actively involved in the Boys and Girls Club and the Grace Temple Apostolic Church. She also dedicates time to helping troubled teens in Anderson's Youth Needs Prime program.

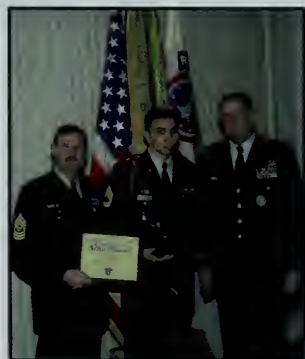
"SSG Cortez embodies the spirit and qualities essential for success in our ever-changing Army," Cox said. "Her overall performance and conduct both on- and off-duty have made her a most deserving NCO." 📌

Runner-up Regular Army Recruiter of the Year

A field recruiter since August 1997, SFC Michael P. Darbison was at first intimidated by the idea of approaching strangers and asking them to join the Army. But he quickly got over his apprehension and, on Dec. 8, was selected as the Runner-up Regular Army Recruiter of the Year at USAREC headquarters after the Annual Awards Board.

"Recruiting has been my most challenging assignment in the Army," Darbison said. "When I started, I felt out of my element and, if I had been given the opportunity, I would have returned to my previous MOS immediately. But in the past two years, fellow senior NCOs have trained and provided me the direction needed."

Darbison's assignments as an 11B infantryman have



included Germany, Fort Jackson, Panama, Fort Campbell, and Korea (where he served with the United Nations Honor Guard Company). He has also served as a drill sergeant and has been awarded the Expert Infantry Badge, the Parachutist Badge, and the Air Assault Badge, as well as other awards.

"Success can be measured many different ways - mission box, quality of life, a young person's graduation from basic training," Darbison said. "Success is there for anyone who will get off their butt and take it!"

"SFC Darbison's performance in FY 99 proved nothing less than spectacular," said CSM Timothy A. Joslin, Sacramento Recruiting Battalion. "He accomplished 108 percent of his assigned volume mission, year-to-date box, and an unbelievable zero DEP losses. His performance typifies his long-standing commitment to excellence."

Darbison spends his time off enjoying recreation with his family and is involved in community and civic organizations. He is particularly committed to the local JROTC program, educating future leaders of tomorrow. 📌

Army Reserve Recruiter of the Year

"I picture myself as the top USAR Recruiter of the Year because the leadership and professional knowledge I displayed as a non-commissioned officer made me an important role model and mentor for all officers and non-commissioned officers with whom I served during FY 99, along with the civilian community," said SFC Elizabeth Green, the Army Reserve Recruiter of the Year.

Green received her award at the annual awards banquet held December 8 at the Fort Knox Community Club.

A member of the Los Angeles Recruiting Battalion Guidance Counselor Shop, Green joined the Army 12 years ago, against her mother's wishes. Green was empathetic toward her mother's views and feelings of women in the Army having been raised in a very strict, traditional, Mexican, Spanish speaking, Roman Catholic environment. However, she was also cognizant of the changes that were taking place everyday not only in the Army, but all around her in regards to women in society. She was seeking to continue her education beyond high school, to travel, and to meet exciting, goal oriented people like herself. She also wanted to be treated equal to men, and where she would have the same opportunities afforded, to become successful, challenged and rewarded.

The Army has given her the opportunity to excel above her peers, gain self-confidence, and share her knowledge and

experiences with her seniors, peers, and subordinates alike.

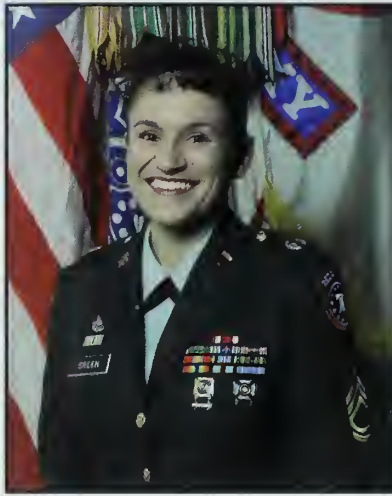
"I have truly been blessed throughout my career," said Green. "More than anything, I feel that I have been given the opportunity to lead the way for my two brothers and my four cousins that are currently serving proudly in the Army."

"SFC Green is a perfect example of an outstanding non-commissioned officer," said COL Joseph W. Whitley, commander, 6th Recruiting Brigade. "She is a 'Be, Know, Do' that every NCO should mirror."

According to Whitley, Green is a dedicated professional soldier who has become a skilled recruiter and leader within the community, and has risen to the challenge and continues to shine from the top."

"This is a business of self-motivation, positive contribution, pride in yourself and your product, hard work, dedication, and possession of very thick skin," said Green. "I know that all of the latter contributed in my selection. I recognize my own efforts and the top quality individuals I recruited from the USAR units in the LA area led to the overall success of their perspective commands. I feel my efforts were essential to the continued success of the Army Reserve."

"I am extremely pleased with my performance during FY 99, and I am honored to represent my battalion and brigade," said Green. "I also know my mother would be proud of me for coming this far, not to mention I will have finally laid to rest my mother's worries about women in the Army." 📌



Runner-up Army Reserve Recruiter of the Year



December 8 at Fort Knox, Ky.

"I am proud to work every day doing my part to provide the Army Reserve with qualified citizen soldiers who are ready, willing and able to fill the roles that the Army Reserve has for them," McGillick said.

A field recruiter and assistant station commander at the

"Recruiting is not easy by any measure, but because I firmly believe in my mission, I do find it possible to 'mission box' every month," said SFC Timothy L. McGillick.

McGillick was recognized as the Runner-up Army Reserve Recruiter at the Annual Awards Banquet

Minneapolis Recruiting Battalion, 3rd Recruiting Brigade since June 1996, McGillick has earned his college degree.

Because of this, he feels he can more easily understand the concerns of those in the college student market that might not want to consider duty in the Reserve. Also, having been a former business owner, he can establish rapport with the same because he understands the nature of the employer-employee relationship.

"Having been deployed while serving in the Reserve, I have done what I am asking the new recruits to do," continues McGillick.

"Every day as a recruiter, I strive to set the example for other recruiters to follow," McGillick said. "I consistently meet or exceed my monthly recruiting goals, and I do my best to see that my fellow recruiters do the same. I feel that I possess and have consistently demonstrated all of the qualities that the United States Army Recruiting Command demands from its Reserve recruiters." 📌

Regular Army Health Care Recruiter of the Year

SFC Jack. E. St. Clair entered in the Army as a military policeman in 1982, but now he is an AMEDD recruiter. He's made the conversion so successfully that on Dec. 8, his name was announced as the AMEDD Recruiter of the Year during the Annual Awards Banquet.

As the on-production station commander of the 3d Brigade AMEDD Recruiting Detachment, St. Clair achieved 133 percent of his assigned mission. His superior performance has allowed him to earn the Morrell Medallion, USAREC's highest performance award. As a result of his superior leadership, St. Clair was selected as the NCOIC of the Indianapolis Health Care Recruiting Team.

"In a time when the Army is in need of health care professionals," St. Clair said, "I was able to focus and be successful in both the school and working markets."

As a station commander and NCOIC, St. Clair said he had always tried to create a positive climate and effect on those he works with. His goal was to not only be successful himself, but



also to make those around him successful as well, he said.

St. Clair volunteered for recruiting duty in 1989 and was initially assigned to the Indianapolis Battalion, where he recruited from the Columbus (Ind.) Recruiting Station. He became an AMEDD recruiter in 1995.

Active in his community, St. Clair has been honored as the 1997 and 1998 Columbus Area Adult Volunteer of the Year, and he has also been named as the Central Indiana Bantam Football Coach of the Year from 1995 through 1999. He has been working towards a degree in education at Indiana University and plans to teach and coach at the middle school or high school level.

St. Clair has "spent countless hours representing the AMEDD in many volunteer organizations," said COL James A. Cox, 3d Brigade commander. "This includes the Lamoine Valley Shrine Club, Columbus Boys/Girls Club (youth counselor), Taylorsville Sports for Youth (area coordinator currently, past president 1997) and Indiana Bantam Football (area representative 1997-present.)"

"He is the best," Cox said. 🏆

Runner-up Regular Army Health Care Recruiter of the Year



SFC Melessa Holland is no stranger to winning awards – she was the USAREC Regular Army Recruiter of the Year 1995 and was meritoriously promoted to SFC that year. She was also distinguished honor graduate of Recruiter ANCOC in October

1998. So it's no surprise that Holland competed well at this year's Annual Awards Board. On Dec. 8, she was announced as the Runner-up for RA Health Care Recruiter of the Year.

"Her performance this year has been nothing short of astonishing," said 1SG David W. Bower, 1st Brigade's US Army Medical Detachment first sergeant. "In her first year of medical recruiting, she has taken the detachment by storm. Easily achieving her volume mission by second quarter, she took the initiative to refocus herself to achieve pure mission box."

Holland has mastered most facets of health care recruiting in just a year. This year she was responsible for the commissioning of 15 medical officers, against a mission of 7, achieving a remarkable 214 percent. And she's willing to share the spotlight.

"SFC Holland has consistently demonstrated that she is a team player," said COL Kristi Ellefson, 1st Brigade commander. "She manages her time in such a way that she was able to assist other recruiters in the achievement of their assigned goals, whether it was taking their applicants to the MEPS, answering questions, or by representing the Army at national and regional conventions."

Working well with her team, Holland said, contributed not only to her own success, but also to the entire team's success. Their motto is "Together Everyone Achieves More," and the proof of that philosophy's success is that the team achieved both RA and Reserve mission box.

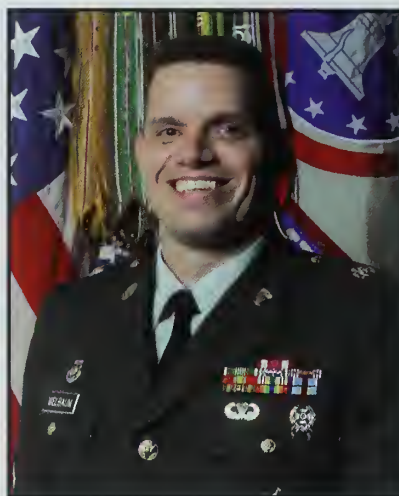
"I enjoy what I do," Holland said, "and I relish the gratification I receive every time one of my new soldiers is commissioned into the Army Medical or Nurse Corps." 🏆

Army Reserve Health Care Recruiter of the Year

SFC Douglas J. Welbaum, Nashville Recruiting Battalion, 2d Recruiting Brigade, was selected as the US Army Reserve Health Care Recruiter of the Year at the Annual Awards Banquet held at Fort Knox, Ky., on December 8.

A former fuel and electrical systems repairer, Welbaum started his career with Recruiting Command in the Nashville Battalion in 1994 after four years as a medical specialist/Special Forces medical sergeant. After three and a half years in the battalion and earning his Recruiter Ring, he was accepted for USAR AMEDD recruiting, where he currently recruits health care professionals for the Army Reserve.

"My applicants, dating back from my first to my last, will all state that I was honest and forthright when it came to presenting the USAR program and benefits," claims Welbaum. "They will also confirm that I provided every one of them with excellent customer service and follow-through,



especially when it comes to their incentives."

According to Welbaum, his numbers thus far in AMEDD recruiting do not reflect where he has devoted most of his time and effort, which has been the NPS market for Medical Corps and Dental Corps. These two represent the toughest markets to which he has taken on a professional challenge. The colleges and universities recruited by Welbaum continually praise his recruiting efforts.

"He is a hard-charging NCO," said ISG Howard G. Sanchez, detachment first sergeant, "who will not accept no for an answer. He studies and analyzes historical data and RMA information and attacks the market."

His vast military and civilian experiences were vital to the exceptional recruiting year for the 2d AMEDD Detachment.

"Welbaum has what USAREC wants in its representative ... dedication to duty, commitment, and pride," said Sanchez. 📢

Runner-Up Army Reserve Health Care Recruiter of the Year

The US Army Reserve Health Care Recruiter of the Year was awarded to SFC Edward Jarman at the Annual Awards Banquet December 8 at Fort Knox, Ky.

Jarman, a member of the 6th AMEDD Detachment, 6th Recruiting Brigade, has been with the Recruiting Command since August 1986. He achieved 100 percent of his individual assigned mission for FY 99. Most significant has been his penetration of exceptionally hard to contract areas of concentration. During FY 99, he contracted three 63A general dentists and three medical corps officers.

"Through his expert recruiting skills and public relations, Jarman has taken a low-producing station and turned it into one of the top stations in the 6th AMEDD Detachment," said ISG Harold B. McDonald, detachment first sergeant.

"I truly enjoy this job and getting the word out about the Army Reserve," said Jarman. "I talk with every health professional that I meet, as well as (other) young men and women about what today's Army Reserve can offer them, as well as opportunities they can receive with the Regular Army."

According to McDonald, Jarman is a dedicated professional soldier who has become a skilled USAR health care recruiter and leader within the community. As a health care recruiter, he knows the benefit of being involved in his community and civic organizations.

"I also believe that by being in recruiting as long as I have, it is up to me to help motivate and be a mentor to the new recruiters as well as the old ones, and that is by far the best job in the Army," Jarman said. 📢



Station Commander of the Year

SSG Paul Senn grew up as the son of an Air Force master sergeant (E-9), and as such, he believes that the military's core values were instilled in him at an early age. His values and performance combined to make Senn the Top On-Production Station Commander, announced at the USAREC Annual Awards Banquet Dec. 8 at Fort Knox.

"He is as meticulous and knowledgeable as he is articulate," said COL James A. Cox, 3d Brigade commander, "his administration is precise and proactive. His daily actions and measured success has proven he takes his job with seriousness and enthusiasm."

Cox described Senn as a man who defies the odds to enlist young men and women in his local area. Minneapolis Battalion has a low unemployment rate and the lowest propensity for enlistment in the country, he said. As a result of Senn's actions, Cox said Jamestown (N.D.) Recruiting Station achieved 160 percent of its annual mission, 32 against a mission of 20, 25 of those quality contracts. Senn is now the Limited Production Station Commander at Minot, N.D.



"I am proud to say I have opened doors and explored avenues with every potential applicant," Senn said. "Not always have they enlisted, but I feel I have opened their eyes to the possibilities."

Senn has completed more than 60 hours of college credits with high marks and is an enthusiastic volunteer in the local high school football program, YMCA, Cub Scouts, and Academic Olympics. He is also a member of the local Veterans of Foreign Wars, American Legion, and Students Against Drunk Driving.

He considers his work ethic and taking special interest in each and every applicant to be the secrets of his success. He thinks of himself as a counselor, and his success in this counselor-applicant relationship is evidenced by his high referral rate from applicants, DEP members, and centers of influence.

"While serving my country, I have continually attempted to improve myself," Senn said. "In every endeavor, I always put forth my greatest effort." 📌

Runner-up Station Commander of the Year



Located in an isolated area of Korea, SFC Wilfred M. Oguma's zone covers the country's associated military installations. His number one challenge is educating the military dependents and working with their military parents on community functions.

Obviously, he succeeded well enough to be selected as 6th Brigade's On-production Station Commander of the Year for FY 99; he was announced as the runner-up in that category at the USAREC Annual Awards Banquet on Dec. 8 at Fort Knox.

Oguma has been with the Republic of Korea Recruiting Station since February 1998 after spending two years as a guidance counselor at the Honolulu MEPS.

"SFC Oguma is what a soldier should be: a leader, a

mentor, and an active member of his community," said COL Joseph W. Whitley, 6th Brigade commander. "He is the example of what the United States should see when they look at a soldier. His accomplishments show his true nature as a soldier and a leader. He knows the benefit of being involved in his community and civic organizations."

Brigade Command Sergeant Major Diana Martinez says, "He is an asset both to his community and the United States Army. Community leaders appreciate his work with the local youth and are supportive of him and Army recruiting. His technical competence is evidenced by his station's production of 105 percent quality and 170 percent combined volume in FY 99."

"Since I quality check myself through the complete process of an applicant," said Oguma, "I am my own honest broker and must maintain my integrity throughout. Being the most forward-deployed recruiter in the command and having to face the true threat of invasion from the north, I have the personal courage needed to face any fear, danger, or adversity dealt to me in Freedom's Frontier." 📌

Soldier of the Year

"SSG Smith is a mission first type of NCO, a true leader, and a very mature NCO far ahead of her peers," said ISG Norman L. Conyers, Chicago Recruiting Battalion Sergeant Major. "In her position as the Retention NCO, she met and exceeded her retention requirements for the battalion. She provided relentless support throughout the year relieving the field of any personnel administration concerns."

SSG Uhura Smith, a member of the Chicago Recruiting Battalion, 3rd Brigade, was selected as the Soldier of the Year at the Annual Awards Banquet held December 8 at Fort Knox, Ky.

"When I was first informed that I had been selected as the Chicago Recruiting Battalion Soldier of the Year, I knew it was an honor," said Smith. "I asked myself, what was it that I had done to be given such an honor?"

Smith's personal mission statement is to act like a soldier, be a soldier, and give her best at everything she does. When she thoroughly thought about defining what a soldier is, she finally answered her own question.

"The epitome of a soldier is a proud wearer of the Army uniform who is wholly committed to the professional Army

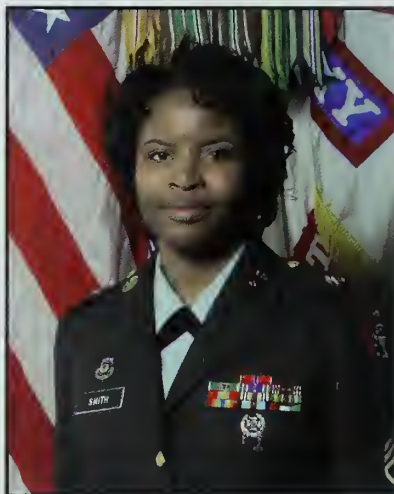
ethics and possesses candor, courage, competence, and commitment," said Smith. "Throughout this past year, I have shown all of those qualities. I demonstrated selfless service by placing dedication and commitment to the goals and mission of the Army above my personal welfare."

Smith has committed herself toward ensuring she gives the highest level of support to her battalion, brigade, and the command.

"A testimony toward SSG Smith's commitment to her family, church and community is displayed by the quality time spent with her two children, work with her church choir and her duty as a church secretary," said COL James A. Cox, commander, 3rd Recruiting Brigade. "She continually strives to contribute to

all organizations for which she is a member, and she emulates all family and Army values."

"My immediate career goal is to take back with me the honor that I came here to represent; therefore, I consider it an honor to just have been nominated," said Smith. "It has been clearly demonstrated that I am truthful in deed when it comes to being a soldier and honest in word." 📌



Runner-Up Soldier of the Year

SFC Karen A. NotarFrancesco, PSNCO, Harrisburg Recruiting Bn., was recognized as the Runner-up Soldier of the Year at the Annual Awards Banquet held December 8 at Fort Knox, Ky.

"Recruiting for America's Army challenges the spirit and professionalism of each member involved in the process, especially the recruiter," said NotarFrancesco. "A team, outnumbered and overpowered by its objective, as we sometimes experience in recruiting, can only overcome and be successful when the team is supported by leadership that nurtures and reinforces a pride in service. I am a leader who believes that the day-to-day examples of my own courage, candor, competency and commitment play a vital role in setting standards and providing direction."

"SFC NotarFrancesco places battalion mission above her personal needs in every way possible," said COL Kristi G. Ellefson, commander, 1st Recruiting Brigade. "Through her leadership in the section, there is no problem too small that she won't resolve, whether it's taking care of soldier's pay, TDY

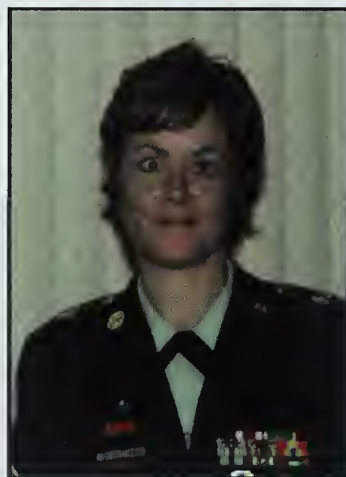
needs, promotion packets, or family issues. She always gives 110 percent."

Prior recruiting experience has served NotarFrancesco judiciously. According to CSM Ronald E. Winalski, Harrisburg Battalion Sergeant Major, NotarFrancesco's keen ability to relate and understand the administrative needs of the recruiting soldier provides her the ability to respond to many of their wants, concerns, or problems.

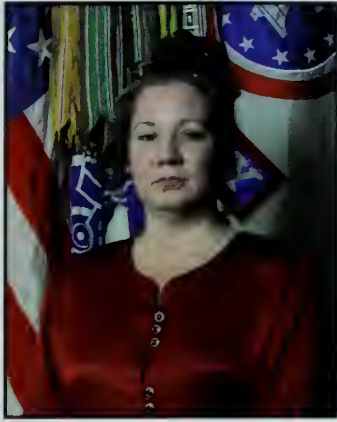
NotarFrancesco feels that the primary concern of most soldiers is a leader's level of competence. She is committed to attain and maintain the highest level of competence in order to remain true to the recruiters, who give their last ounce of strength toward the

recruiting effort.

"Despite the complexity of the recruiting mission, I have been committed to its success and will continue to take care of our soldiers and family members so they are free to direct all of their efforts toward accomplishing their mission," said NotarFrancesco. 📌



Outstanding Technical or Program Support Employee of the Year



Mary H. Baker, a Statistical Assistant with the Program, Analysis and Evaluation Directorate, HQS USAREC, received the Outstanding Technical or Program Support Employee of the Year.

"Mary is the heart and soul of PAE," said COL Greg H. Parlier, Director of PAE. "She epitomizes the totally dedicated civilian employee and sets the standard for others."

During the last year, Baker's performance has been incredibly selfless and remarkably productive. While working her present job, she recognized an emergency situation due to the unexpected loss of the directorate's Secretary and Admin NCO. She volunteered to help out by picking up these responsibilities for most of the year until replacements could be found. She heroically accepted this increased workload despite enduring great pain due to a medical condition that grew increasingly severe and required major surgery. It was her performance during this past year, fighting through unbearable pain yet exceeding those high standards of professionalism and selfless performance that has earned Baker a most enviable and incomparable reputation of professional excellence, dedication under great stress, and devotion to duty.

Born in Janesville, Wis., Baker has received credits from numerous educational institutions: Blackhawk Technical Institute, Accounting Program; University of Wisconsin; University of Louisville; Sullivan College; and Burke Institute, Statistical Analysis Training. In addition she has received training from the Office of Personnel Management and additional software training. Baker started her work with the federal government as a secretary at Fort Richardson, AK in 1980.

Despite her workload, Baker manages her time so effectively that she finds time to be extensively involved with her church and community.

"Mary Baker sets the highest standard of professionalism and selfless service for our command and our community, said Parlier. "She epitomizes a fighter and champion in the truest sense of the word." 📌



Outstanding Secretarial/ Clerical Employee of the Year

"Her attention to detail and organizational abilities help to keep the Command Group running in an efficient and effective manner," said MAJ Eden Rado, Secretary of the General Staff, of Diana J. Svab, the USAREC Outstanding Secretarial/Clerical Employee of the Year.

Serving as the secretary to the Chief of Staff of the Recruiting Command, her professionalism, dedication, and strong work ethic truly mark her as an expert on the internal workings of the headquarters.

A native of Troy, New York, Svab was a Dean's List graduate of the Mildred Elley Secretarial/Business School in Albany, New York, completing two academic years in one calendar year. She has taken numerous courses in secretarial, computer and human effectiveness to continue to enhance her professional development.

During FY 99 Svab demonstrated her vast knowledge of recruiting practices while working not only as the secretary for the Chief of Staff, but also as the acting Secretary to the General Staff for a period of two months. She knew what the Command Group and headquarters staff needed to function smoothly and was able to anticipate requirements before they were even articulated. Svab was responsible for controlling the quality of all correspondence both internally and externally and established a command standard staff guide. She operates in a very highly visible position with a large volume of daily actions with proficient ease. She manages her multitude of complex responsibilities in a manner that keeps the office running in a highly organized manner. She is able to react quickly to the multitudes of changes that happen on a daily basis and see the far-reaching impact of those changes.

Svab also contributes many hours to the soldiers and families of the Fort Knox community. She participates in Fort Knox Helping Hands and the Fort Knox Golden Field Day activities. She is also a regular blood donor and is very active in both the USAREC and Fort Knox bowling leagues. Within the command, she mentors others that live with Crohn's disease, either themselves or their family members, helping them cope with the stresses involved.

Svab has earned a level of respect from her superiors, peers and subordinates that are unequalled. According to Rado, her congenial demeanor and willingness to tackle any problem make her a great asset to USAREC and therefore absolutely deserving of this award. 📌



Outstanding Program Specialist Employee of the Year

Monica Pack has been working as a Budget Analyst in the Resource Management Directorate, HQS USAREC, since March 1994. She started her career in civil service working as a summer hire in 1977, but returned full-time in December 1983 after college when she was selected for a DA-intern position. Upon completion in 1987, she was then selected by the Fort Knox Resource Management Directorate as a budget analyst where she worked from August 1987 to March 1994.

"Monica is a highly competent and professional employee who demonstrates the highest standards of professional service," said Raymond T. Guillaume, Director of Resource Management. "Professionalism is her hallmark!"

Pack's primary responsibilities at USAREC are budget analyst and financial advisor to the director and staff of ISA-USAREC, IG, SGS, SJA and RM. She provides assistance and guidance on all budgetary and financial matters and administers an annual budget in excess of \$6M. She provides oversight and is directly responsible for multi-appropriations and BRAC funding, in addition to working on the day-to-day execution of funding. She is directly responsible for collecting and analyzing critical funding data in support of major USAREC programs.

Pack successfully defended and obtained an additional \$15.2M for IM ADP/Commo requirements and \$576K for Y2K. She provided critical analysis and data in preparing the FY 99 Obligation Plan and the FY 00-05 POM.

Born at Ireland Army Hospital, Fort Knox, Ky., Pack graduated from the University of Kentucky in 1981 earning a bachelor's degree in business administration.

As a working mother of two young children, Pack's current priority is balancing her work with spending quality time with her family. She has assisted teaching religion classes at her local church. Her family is also very active in the Meade County 4-H Swine and Horse clubs, while supporting her son in both area and state 4-H competitions. She is also very active with her daughter in the local Girl Scout Troop. In addition to supporting her family, she has been a strong supporter of USAREC activities as well as other community and post activities which support soldiers and their families.

"Monica is a very rare and highly competent employee who merits special recognition and who has made a significant impact under the most challenging conditions," said Guillaume. 📞

Outstanding Professional of the Year



Ms. Maria Kaplan was recognized as the Outstanding Professional of the Year for USAREC at the annual awards banquet in December.

Kaplan came to the United States in 1973 from her native country of Nicaragua. She is one of eleven children. She has been employed with the federal government since 1978 and has been with USAREC the past eight years.

Kaplan is the Soldier and Family Assistance Program Manager for the Jacksonville Battalion. Due to her diligent efforts, the Jacksonville Battalion has the most trained spouses and instructors in the Army Family Team Building Program in the Brigade. She also has the most active family support network going with the least amount of family issues that need to be resolved.

"She is the catalyst behind the whole process," said COL Mark Hayes, Commander, 2nd Recruiting Brigade. "She is always there for the recruiter and family members as well. She literally makes someone else's problems her problem until it gets rectified."

"She takes care of this battalion as though it were her own family," said Hayes. "The recruiters and their families know they can go to Kaplan whatever the problem, whether it's medical, dental, EFMP or relocation issues. She will get the answers and most assuredly get results."

According to Hayes, Kaplan's greatest asset is with the field recruiter. They don't have to worry about those family support issues because Kaplan is there to "square" everything away. Her caring attitude has a large impact on the recruiting effort, freeing recruiters to complete their missions, unencumbered with outside distracters.

In addition to her duties at the battalion, Kaplan is actively involved in her local church. She willingly volunteers her time participating in church socials, fund raisers, and bazaars. She devotes a good deal of her free time in one of her three children's schools and sports. She's always there to pitch in and volunteer for activities that involve her children.

"Mrs. Kaplan is always there to help people when in need," said Hayes. "She truly is a good-natured human being, doing good things for her family, the community and the Jacksonville Recruiting Battalion." 📞

CSM Lackey takes over as eighth Command Sergeant Major of the Army Reserve

by LTC Randy Pullen, Public Affairs and Liaison Directorate,
Office of the Chief, Army Reserve

CSM Alex Ray Lackey took the oath of office as the eighth Command Sergeant Major of the Army Reserve on October 4, 1999. Lackey replaced CSM John E. Rucynski who retired after 37 years of military service.

Lackey's oath was administered by MG Thomas J. Plewes, Chief of the Army Reserve. Plewes noted that Lackey had risen to the pinnacle of the NCO Corps in the Army Reserve by taking on and succeeding in every tough assignment offered, while at the same time working at a very responsible civilian job and raising a wonderful family.

"Our command sergeant major is our link with the soldier in the field," Plewes said. "The Army Reserve soldier meets the same standards as the active soldier, but we also recognize that our soldiers are citizen-soldiers, so it takes someone who has been a successful citizen-soldier to lead them. That is what you have in Command Sgt. Maj. Lackey."

Plewes said there were other strong candidates for this position. Lackey prevailed for two reasons. The first reason, Plewes explained, is his evident concern for the soldiers he has led, all his career. His care for soldiers is genuine.

"Second," Plewes said, "he is held in deep respect by leaders and peers. He is a soldier who lives by the Army standard — THE Army standard — and pushes it down to all he leads.

"As the Army Reserve is asked more and more to respond to the nation's call," Plewes continued, "we need focused, strong leadership. That is Ray Lackey."

Lackey related that he had already been involved in handling his first problem dealing with an Army Reserve soldier. It was not a big problem, but it was important to the soldier involved, and it was important to Lackey to get it resolved.

"I look forward to helping a lot more of our soldiers in the days ahead," Lackey said.

Lackey related his leadership philosophy and discussed one of his top priorities.

"Lead by example," Lackey explained. "Always remember, that we, as leaders, set the example."

A top priority of the CSM of the Army Reserve is recruiting. Lackey believes it needs to be every soldier's top priority, too.

"If everyone brought in a soldier, we would not have a recruiting problem," Lackey said.

Lackey said he wanted every Reserve soldier to carry and utilize the Sergeant Major of the Army referral card, the SMART card (USAREC Form 1133). This card is a handy way to pass referrals of potential enlistees on to recruiters. Lackey said he would work with the CSMs of major Army Reserve commands to establish referral goals.



CSM Alex Ray Lackey

Lackey also said he would ensure that when he is out traveling as the Army Reserve CSM, he would make a special point to meet with those on the front line of recruiting, the Active Guard Reserve (AGR) recruiters and the civilian in-service recruiters, to listen to them and offer them encouragement as they work to bring in recruits.

Lackey has 29 years of service and has served in a broad variety of assignments. His most recent assignment was as the Command Sergeant Major for the 100th Division (Institutional Training) in Louisville, Ky. He has served on both active duty and as a reservist in numerous noncommissioned officer leadership positions from team leader to Division CSM. His assignments include squad leader with the 82nd Airborne Division; Drill Sergeant, at Fort Knox, Ky.; Platoon Sergeant with the 2nd Infantry Division in Korea; Battalion Operations Sergeant, First Sergeant, and Commandant of the 100th Division Drill Sergeant School.

Before coming on tour as a full-time Army Reservist, Lackey, in his civilian capacity, was a Customer Service Supervisor for the US Postal Service with the responsibility for a city delivery unit in Bowling Green. This October marked his 20-year anniversary with the US Postal Service. Lackey will take a leave of absence while performing his full-time duties as CSM of the Army Reserve.

Lackey attended Middletown High School in Middletown, Ohio. His civilian education includes an Associate's degree at Western Kentucky University in Bowling Green, Ky. Lackey's military education includes Basic Airborne School, Jungle Operations School, Primary, Basic and Advanced Noncommissioned Officer courses, First Sergeants Course and the Sergeants Major Academy.

His awards and decorations include the Legion of Merit, five awards of the Meritorious Service Medal, two awards of the Army Commendation Medal, the Army Achievement Medal, two awards of the Good Conduct Medal, five awards of the Army Reserve Component Achievement Medal, the National Defense Service Medal with bronze star, the Armed Forces Reserve Medal with "M" Device, the Noncommissioned Officers Professional Development Ribbon with numeral four, the Army Service Ribbon and the Overseas Service Ribbon. Lackey was selected as the US Army Reserve Drill Sergeant of the year in 1982.

He has also earned the Expert Infantryman Badge and the Parachutist Badge.



The Chaplain's Motivational Notes



by

Chaplain (LTC) James H. Neely, Sr.
USAREC HQ

Recruiter, you are someone's hero. Every age has them. They are men and women we hold up as our generation's idols. Recruiter, someone is holding you up as the embodiment of the nation's ideals. When seen in uniform, you stand tall and represent values, moral courage and ethical leadership. Fathers and mothers want their children to emulate you, or do they?

Think about it. Who are today's heroes? Entertainers who fill our television sets night after night. Athletes who make us feel like we've done something significant when we sit on our sofas and cheer them on to victory or who make us feel like we've lost when they lose – are they heroes?

Rock stars and singing groups who sell out huge stadiums for spectacular crowds, comedians, movie and television personalities, those who make us feel special by their awesome talents – are they heroes really?

Not incredibly heroic, by any hero "standards," are they? Heroes are somebody you can pattern your life after. Somebody you can hold up to your vulnerable, impressionable children as good examples to follow. Why would someone like that be attractive enough to be our choice of a hero?

Heroes brighten our days and make us better for having known them. You and I really don't care for the bragging person, who is always blowing his or her own horn. They are selfish with a "me first" attitude.

Heroes put the good of someone else before their own good, offering the most comfortable chair, serving instead of being served, jumping at the opportunity to do an unpleasant task and setting an image they are proud of. They think about

Heroes put the good of someone else before their own good, offering the most comfortable chair... setting an image they are proud of. They think about others first. That's a Hero!

others first. That's a hero!

It is a pretty fair challenge in our own lives to discover how to select a hero. It begins with being the person you would emulate or call a hero.

For hero starters in the New Year, I recommend you to encourage your peers and even supervisor to be a hero of the Army values of leadership.

L-D-R-S-H-I-P

Loyalty: Bear true faith and allegiance to the US Constitution, the Army, your unit, and other soldiers.

Duty: Fulfill your obligations.

Respect: Treat people as they should be treated.


Selfless-Service: Put the welfare of the nation, the army, and your subordinates before your own.

Honor: Live up to all the Army values.

Integrity: Do what's right, legally, and morally.

Personal Courage: Face fear, danger, or adversity (physical or moral).

There will be thousands of times in this new year when you will have opportunities to make choices about helping others or the choice to look away. Are you looking for heroes? Or are you a hero?

Recruiters, "Set the standard!" If you know what you want to be and where you want to go, getting there is just a question of time. That's being a hero. 

The Way I See It

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are *not* required.

Dear Chief of Staff:

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army Recruiting

Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

Fold here second and secure with tape

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KY 40121-2726

OFFICIAL BUSINESS



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

BUSINESS REPLY MAIL

FIRST-CLASS MAIL PERMIT NO. 600 FORT KNOX KY

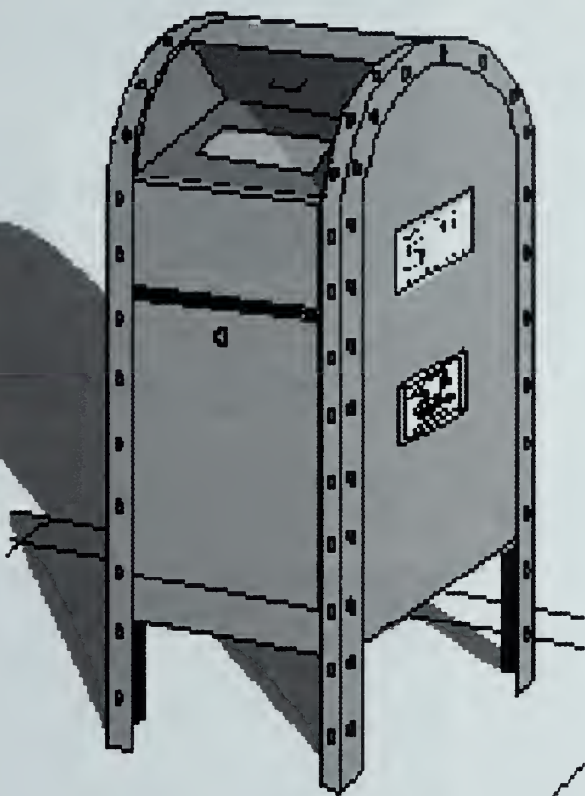
POSTAGE WILL BE PAID BY ADDRESSEE

ATTN: RCCS (CHIEF OF STAFF)
COMMANDER
US ARMY RECRUITING COMMAND
1307 3RD AVE
FORT KNOX KY 40121-9972



Fold here first

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.



A recruiter writes:

I truly believe the Army has a firm grasp on what it takes to cultivate a society that has the best possible social environment and skills to enter the 21st century. If it were up to me, I would enhance (change) the way the Army portrays its image to the general public. No, we're not perfect, but we do have in place venues to develop our soldiers to be socially responsible (ethics, values, do the right thing.)

Traditionally, Americans are bombarded with the typical media blitz of tanks, infantry, airborne, or other combat related infomercials. We are what we show them we are! I'm tired of the general public not knowing the total soldier. We're so much more than what they see on TV. A better informed public makes for a more accepting public.

What would I talk about? Values, ethics, respect, doing the right thing, things that make people and soldiers truly great. I would wish for all Americans to see what we learn about how to treat people, how to conduct ourselves. Not the fact that we can jump a tank over a six foot ditch at 45 miles an hour. That doesn't show anyone how to behave, treat, or mentor your fellow man.

My approach would be to start off with one of the major networks hosting a series of shows or topics to get the word out (This is a XXX special report, with Symore Truth, "What

the Army is teaching your sons and daughters.") Networks love to do special reports. A one or two hour show isn't enough. Use the media in every aspect, 20/20, 60 Minutes, newspapers, etc.

What would the effect be? I don't know. What would I wish for the effect to be? For Americans to see the **TOTAL SOLDIER**. Perhaps some day more of our children will have the opportunity to grow up in the same social environment I currently have. Do you think your non-military neighbor has any clue to what soldiers are being taught? I'm sure they would be very proud and brag voraciously if their children served their country and knew they would receive the best leadership possible.

I for one believe the Army is past due, the time is now to show all our true colors.

Chief of Staff responds:

Thank you for your essay on what you would change about the Army, especially regarding the image of the Army advertisements.

Research supports your contention that we need to show more about the Army than tanks jumping ditches, and our advertisements have begun incorporating different themes. An example is our "Values" spot, which begins with the Soldiers' Pledge and includes lines like: "You are my brother/father/sister/daughter ... you are my hero ... you are a peacekeeper ... you stand tall ... you keep me safe ... you keep freedom alive." Our ads in development will show a greater variety of Military Occupational Specialties and fewer combat arms shots. We are putting more emphasis on the intangible rewards of Army service.

Several other things in development. One was the ABC documentary "Behind Closed Doors," which focused on Fort Knox – not just the tanks, but on all aspects of being a soldier. It was broadcast after Thanksgiving on ABC nationally. We cannot initiate such network productions, but we do assist any network or producer who wants to showcase the Army accurately. We are also making a 30-minute video showing real soldiers taking action to improve peoples' lives helping to resettle Bosnian refugees in the villages they fled. We hope to put this in television in April and to use it in other ways to support recruiters.

Research shows us we can never turn completely away from incentive messages, and the manpower needs of national defense dictate that we must show combat arms among other MOSs. We are paying close attention to the mix of messages to incorporate in your words, "things that make people and soldiers truly great." Thank you for writing.



Houston recruiters experience a different kind of race

*Story and Photos by
Wm. C. Grimes
Houston Bn A&PA*

What started out to be a simple booth setup at the Texaco/Havoline Grand Prix of Houston, September 25-26, turned into a full-blown Mega DEP function. Over 250+ recruiters, DEPs, and VIPs got a rare opportunity to go behind the scenes of America's number one spectator sport – auto racing. The two distinct themes that permeated the two days were - *Teamwork* and *High Tech*.

On day one, the recruiters and DEPs were joined by Mr. Patrick T. Henry, Assistant Secretary of the Army for Manpower and Reserve Affairs and retired MG Lincoln Jones, III, Vice President, AUSA, Houston Chapter. Henry, Jones, and members of the battalion were met by Mr. Tim Mayer, Senior Vice President of Racing Operations for Championship Auto Race Teams. Mayer, former Army Enlisted – then a “Green to Gold” officer, and now an Army Reservist, gave an overview of racing operations and took them on a tour of pit row.

Henry and Jones both got a surprise ride in the pace car from Mario Andretti. From there the tour traveled inside the George R. Brown Convention Center, which was transformed into the paddock area for the race. Henry was given a car-

side briefing along with the DEPs and recruiters by Robby Gordon's race crew.

Henry spoke to the DEPs about their decision to join America's Army, and immediately following his talk the DEPs continued on a tour arranged by CART. Henry then met with 50+ recruiters and spoke about the future of Army Recruiting. The thrust of his talk covered the Secretary of the Army's memorandum sent to the field for a top-to-bottom review of Army recruiting.

“I want all recruiters to have Internet access through their laptop computers. I want recruiters to sell jobs via the Internet while sitting at a prospect's kitchen table with mom and dad right there watching,” stated Henry.

Henry broke down the goals for the field force into four distinct areas. Goal one is to change the image of being a recruiter to career enhancing; goal two is the geographic distribution and repositioning of the force; goal three is to guarantee an associate degree for first-term enlistments; and goal four is to reevaluate how we do Army advertising.

Henry later stated, “65 percent of my time has to do with manning the force. There isn't anyone who thinks you're not trying in all levels of the leadership chain.”

Henry then rejoined the tour at the recruiting booth inside the convention center. There he stopped and spoke with the Army Reserve military police and local area recruiters who were supporting the exhibit. The two “hummers” with MK-19s were a big hit. Over a thousand racing fans climbed into the turret to have their



Above: Race fans gather near the recruiting booth to have their pictures taken, while standing inside the turret of one of the two hummers.

Below: DEPs and Henry receive a car-side briefing of Team Gordon's race car.




pictures taken and talk about the US Army.

On day two, three area recruiters got a chance to work in pit row and experience the race “up close” and “personal” with Robby Gordon's racing team.

High Tech and *Teamwork* were the order of business. The recruiters quickly found out that the crew has the same camaraderie and teamwork that makes the Army successful. The members of the crew must work together as a single unit or the whole team will fail, said one crewmember.

At the end of the day, the recruiters all stated that they had no idea the amount of teamwork, discipline, and dedication racing required.

“Simply amazing! A day I'll never forget,” stated SSG David D. Stockwell, Greens Road Recruiting Station. 



Henry stops to chat with 1SG Rickey E. Chavez of West Company at the Texaco/Havoline Grand Prix on September 25.

Viper Company College Matrix

SCHOOL	TYPE	MAJORS	MOS	LIST	PS LIST	CONAP	AUTH P3 RATE	# of Table Days per Month	ROTC Access	Misc	Primary RS	Secondary RS	# MO Contracts	ASVAB	Internet Homepage
Clark	2 - public	Mad assi/ med office specialist Elec Tech Auto Tech Cul Arts Dental hygiene Nursing/Med Records Computers	91's 31U 63 series 92G, 91M	yes	no	no	any	monthly	yes	Job Fairs	South	Turner	2	yes	www.clark.net
PCC-Rock Creek	2 - public	Japanese Russian Music Comp Sci Pol Sci Spanish	98XL 98XL 02 series 74B/31U 37/38 CMF 98XL	no	no	yes	2x week	monthly	yes	Job Fairs	Wilsonville	Big Bend	1	no	www.rockcreek.com
Lower Columbia College	2 - public	Nursing Dental Elec Tech Pol Sci Comp Sci Fire Sci Chem Tech	396 CSH 396th 31U 37/38 CMF 74B/31U 51M 54B	no	no	yes	weekly	monthly	none	Job Fairs	Turner	Wilsonville	3	no	www.LCC.org
Clatsop Community College	2 - public	Nursing Criminal Justice	91 series 95 series	yes	no	no	weekly	monthly	none	Job Fairs	Clatsop	South	2	yes	www.clatsop.net
Pacific University	4 - private	Pol Sci Exercise/ Science Chinese/ Japanese Spanish/French/German n Music	CA/psyops 91/ 396th 98XL 98XL 104 band	no	no	no	monthly	every other month	yes	Limited Access	Pacific	Clatsop	1	no	www.pacific.com
Tillamook Bay C. College	2 - public	EMT Criminal Justice	91B 95 series	no	no	yes	monthly	monthly	no	Job Fairs	Tillamook	South	4	yes	www.TBC.com
WSU Vancouver	4 - public	Nursing Pol Sci Criminal Justice Comp Sci	396th CA/psyops 95 series 74B/31U	no	no	no	weekly	monthly	no	Job Fairs	Pacific	Clatsop	0	no	www.WSUV.com

The above Company College Matrix allows the CLT to allocate, focus, and track the colleges in his/her areas of operations. The matrix was submitted by the Vancouver Company, Portland Battalion. BG Wilson added the last five categories. The matrix clearly lays out the type college, concentration of studies, compatible military training (TAIR), CONAP status, and access. The remaining columns assign primary and secondary responsibility - by recruiting station, ASVAB status, internet penetration, and monthly contracts. It is an effective tool to manage college penetration by recruiting station and re-align colleges based on penetration success or lack of.

The Test

1. What is the required term of service for a soldier enlisting for the \$2,500 PS enlistment bonus?
 - a. 12 months
 - b. 18 months
 - c. 24 months
 - d. 30 months
2. What USAREC regulation governs the transfer of an IRR soldier to a Troop Program Unit?
 - a. AR 600-10
 - b. AR 600-11
 - c. AR 600-12
 - d. AR 600-13
3. What regulation governs the Selected Reserve Incentive Program?
 - a. 32 CFR 163
 - b. 32 CFR 164
 - c. 32 CFR 165
 - d. 32 CFR 166
4. Who is ultimately responsible for the general welfare and shipping of the DEP/DPT member?
 - a. Recruiter
 - b. Station Commander
 - c. ISG
 - d. Company Commander
5. How often is the recruiter supposed to contact the DEP member during the last 45 days prior to shipping?
 - a. Once a week
 - b. Once a month
 - c. Three times a month
 - d. Yearly
6. How often is the DPT member followed up with after returning from boot camp?
 - a. Weekly, until the last 45 days.
 - b. Monthly, until the last 45 days.
 - c. Quarterly, until the last 45 days.
 - d. Quarterly, until the last 30 days.
7. The command goal to limit DEP losses is no more than 12 percent.
 - a. True
 - b. False
8. The Electronic Personnel Security Questionnaire provides three enlistment packet items. The absence of any one of these constitutes a "no-go" packet. What are these three EPSQ products?
 - a. Security Questionnaire, Security Statement, and Security Interview
 - b. Security Questionnaire, Security Statement, and Security Interview
 - c. Security Questionnaire, Security Statement, and Security Interview
 - d. Security Questionnaire, Security Statement, and Security Interview
9. In the ARISS DPR process, and while signed onto a recruiter's system with station commander privileges, the reviewer _____ modify applicant data.
 - a. can
 - b. cannot
10. The difference between grid north and magnetic north is called the _____ - _____ angle.
 - a. Grid Magnetic
 - b. Magnetic Azimuth
 - c. Grid Azimuth
 - d. Grid South
11. The direction from one point to another, either on the map or on the ground, is called a(n) _____.
 - a. Degree scale
 - b. Azimuth
 - c. Inner scale
 - d. Outer scale
12. When using the protractor, each tick mark on the degree scale is 1 degree, while each tick mark on the mil scale is _____ mils.
 - a. 20
 - b. 10
 - c. 0
 - d. 5
13. An enlisted member in the DTP status can request that their training reservations be cancelled based on personal reasons.
 - a. True
 - b. False
14. When recognizing a DEP or DTP for an outstanding job, you should present to them a letter of appreciation, commendation, or certificates of achievement, but you should never use their rank because they are not soldiers.
 - a. True
 - b. False
15. The DEP and DTP Correspondence Course Program was designed to provide DEP and DTP members the opportunity to earn up to 90 credit hours (11 promotion points) prior to shipping to BT.
 - a. True
 - b. False

The answers to this month's test can be found on the inside back cover.

Gold Badges

RSM October - November 1999



Dallas

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SFC John Burgin
SSG Anthony Richter
SSG Kenneth Frazier
SSG Steven Clerkley

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SFC Thomas Pollmiller
SFC Neal Melling
SFC Kenneth Phillips
SSG Timothy Schwarten

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SFC Lance R. Norenberg
SFC Mark A. Bandy
SSG Edward Schenk III
SSG Russell A. Wise
SSG Michael D. Winters
SSG Anthony H. Sevey

Great Lakes

SFC Gregory Underwood
SSG Charles Long
SSG Jeffery Reynolds
SSG Michael Thayer
SGT David Kuta
SGT Ronald Voisiniet

Harrisburg

SSG James White
SSG Mary Pascale
SSG Brian May Sr.
SGT Nathan Billips

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SSG Bernice Green
SSG Phillip Jones
SSG Timothy Garcia

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SSG Eric Duke
SSG Arthur Rich Jr.
SSG Oliver Wallace
SGT Sean Sparks

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SFC Frankie L. Ginn
SFC Floyd Moreland
SSG Omar S. Knight
SSG Eric Woldridge
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SSG Anthony C. Dooley
SSG Tom Robinson
SSG Joe E. Newsome

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SSG Johnathan Allen
SSG Eric Kency
SSG Todd Jurkiewicz
SSG Eric Kency
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SSG Keith Mills
SSG Earnest Matthews Jr
SSG Celso Roman
SSG Daniel Vazquez
SGT Gary Sebastian

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SSG John Albrecht
SSG Raymond L. Gadson
SSG Brian Meadows
SGT Mark Cardwell

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SFC James A. Green
SFC Robert C. Sanders
SSG Kevin Johnson
SSG Charles Robinson
SSG Douglas Romero
SGT Robert Tonche

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SSG Miguel Rolon
SSG Victor Ortiz
SSG Raquel Cepeda
SSG Anthony Goicuria
SSG Jose Matos

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SSG Scott T. Kinzey
SSG Antonio Beadles
SSG Lester Claxton
SGT Terry Pettiford

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SFC Aliston Wilson
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SSG Larry Stuhb
SGT Eric Walicke

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SFC Stacy Quaterman
SSG Larry Ramirez
SSG Dylan Raymond
SGT Kelvin Gerald

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SFC Michael Oshurn
SFC Kevin May

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SSG Sean C. Rhoads
SSG Renard M. Williams
SSG Edward N. Boatwright
SSG Robert J. Brown
SSG Renard M. Williams
SGT Marcos A. Sierra

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SFC James Crouse
SSG Michael M. Hayes
SSG Michael Teel
SSG Chester Watson

Raleigh

SSG Marc Baker
SSG Michael Williams

Sacramento

SSG Christian Kiechler
SSG Norman Smalls
SSG Timothy Sloan
SSG Palmer Pederson
SSG Teodorico Usison

Salt Lake City

SFC Richard Malagisi
SFC Alysa Burkman
SFC Robert Norris
SFC Marko Hakama
SFC Scott Mabe



Salt Lake City (cont)

SFC Clifford Lawson
SFC Robert Cagle
SSG Renee Newfrock
SSG Steven Graves
SSG Mark West
SSG David Kearney
SSG Brandon Johnson
SSG Shannon Marburger
SSG James Chandler
SGT Nancy Clark

San Antonio

SFC James Hannah
SSG Phillip Martinez
SSG Manuel Hernandez Jr
SSG Scott Jones

Seattle

SFC Robert W. Blackstone
SSG Shedrick Johnson
SSG Tony Williams

Southern California

SSG Paul Blessing
SSG David Molina
SSG Robin G. Maes
SSG Timothy Sweeney
SSG Darrick Merritt
SGT Ben Gibbins

Sst. Louis

SSG David Dodson
SSG Michael E. Clay

Tampa

SSG Rolando Sierra
SSG Mark King
SSG Rudolph Carter
SSG Michael Scribner
SSG Eric Whitfield

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SFC Bernard Gratkowski
SFC Socrates Dominguez
SSG Oliver Bailey III

Albany

SFC Brian Dorsey

Atlanta

SSG Demetria Washington
SSG Reginald Miller
SSG Roderick Hodo
SSG Kelly Price
SGT Evelyn Dorch

Baltimore

SFC Craig Appel
SFC Adam Frye
SFC Teddy Robinson
SSG Pamela Allen
SSG Chinetha Bryant
SSG John Owens
SSG Aretidous Stanfield II
SGT Sylvia Meniffee
SGT Justin Martin

Beckley

SFC Lewis Grable
SFC Matthew Suggs
SSG Rosetta Evans
SSG Rusty Pool
SGT Metz Luchey

Chicago

SSG Randy Mullard
SSG Roger Canty

Cleveland

SSG Terry W. McPherson
SSG Robert P. Bibby

Columbia

SFC Robert C. Hodgins
SFC Tonya Y. Williams
SFC Alexis King
SSG David Binnarr
SSG Eural Lowe
SSG Albert Nelson
SSG Donald L. Laurence
SSG Ramonia Haynes
SSG Kenneth Reese

Columbus

SFC Timothy Cadle
SSG James Curry
SSG David Bodkins

Morrell Awards

RSM October - November 1999



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SFC William Layne
SFC Diane S. Ward

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Cleveland

SFC Brian E. Keith
SFC Michael D. Myers

Columbus

SFC Martin O. Larsen III

Dallas

SFC Carlist Brinkley

Des Moines

SFC Gary L. Barrett
SFC Daniel Czech

Kansas City

1SG Gary Lewis
SFC Thomas Bennett
SSG John Meyer

Los Angeles

SFC Harold Lee

Mid-Atlantic

SFC Scott Carie
SFC Neville Mitcham

Minneapolis

MSG Michael Jenkins

Montgomery

1SG Gregory Smith
SFC Oscar Tyson

New England

SFC William M. Brown

Oklahoma City

1SG Daniel G. Long
1SG Dale W. Shepard
MSG William H. Bonebreak
SFC Timothy W. Morrison
SFC Dennis M. Keith
SFC Clifton B. Tardif

Phoenix

CSM Issac Thomas
1SG John Adams
MSG Kelly Clark
SFC Chris Babb
SFC Charlene M. LeBlanc
SFC Ronald L. Macom
SFC David J. Johnson
SSG Frank Rockwell Jr.

Salt Lake City

CSM Douglas C. Chapman
1SG Jeffrey Ross
MSG Darci Trimmer
SFC Charles Arnold
SFC Montgomery Stobart
SFC John B. Kost
SFC Deborah L. Konecny
SFC Cletis D. Kirkpatrick
SFC William L. Turner

San Antonio

SFC Walter Duncan
SFC Alfred G. Flores

Southern California

SFC Ernest Anderson

Seattle

1SG Kenneth R. Strickler
SFC John D. Smith

Nashville

MSG Lisa G. Brandon-Duarte
SFC Kenneth D. Davis
SFC Michael Duarte

New York City

SSG Michael Pons-Santiago

Oklahoma City

SFC Troy A. Taft
SFC Michael R. Casher
SFC Maybelle St. Clair Cline
SFC Sherry L. Fidel

Portland

SFC Richard L. Anstine

Seattle

SFC Sherwin G. Reynolds

Southern California

SSG Robert J. Bishop

Salt Lake City

SFC Charles T. Tucker
SFC Douglas R. Bowers
SSG James W. Brunner

San Antonio

SFC Stanley K. Cooper
SFC Robert P. Scott
SSG Conrado Martinez Jr.

Syracuse

SFC Edward Krogulski
SFC Allen Fritz

USAREC, Special Forces

SFC Reginald Bailey

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SFC Robert A. Snipes
SFC Alexander Moore Jr.
SFC Aaron D. Ashcraft
SFC Harry R. Sowers Jr.

2d AMEDD

SFC Donald Phillips
SFC Anthony M. Briggs
SFC Juan Ramirez
SSG Angel Perez

3d AMEDD

1SG Frank Perkins
SFC John P. Halverson
SFC Bonnie Hutchings
SFC Rhoderick Simpson

6th AMEDD

SFC Kristi Artis
SFC Ronald J. Macaulay
SFC Eugene A. Ratkoviak
SFC Dennis R. Ritter
SFC Peter D. Oliveri

Recruiter Rings

RSM October - November 1999

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Chicago

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SSG Robert L. Proctor Jr.
SSG Michael T. Gregory

Denver

SFC Kevin Amos

Des Moines

SFC Layne E. Lada
SFC Bart A. Wernick
SSG Kelvin Lovelace

Houston

SSG John Gutierrez

Jackson

SFC Melvin L. George

Jacksonville

SFC Elton Cook
SFC Hawthorne Herbert

Kansas City

SFC Paul Friere
SSG Terrance G. Anderson
SSG Clifford R. Cunningham

Los Angeles

SFC Charles R. Rock
SFC Mark A. Schultz

Miami

SFC Paulette Richardson
SSG Ronald Harvey

Mid-Atlantic

SFC Gerald L. Johnson

Milwaukee

SFC Kevin Haupt

Montgomery

SSG Tracey Heard

Nashville

MSG Lisa G. Brandon-Duarte
SFC Kenneth D. Davis
SFC Michael Duarte

New York City

SSG Michael Pons-Santiago

Oklahoma City

SFC Troy A. Taft
SFC Michael R. Casher
SFC Maybelle St. Clair Cline
SFC Sherry L. Fidel

Portland

SFC Richard L. Anstine

Seattle

SFC Sherwin G. Reynolds

Southern California

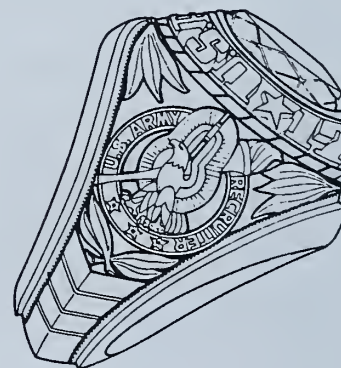
SSG Robert J. Bishop

Salt Lake City

SFC Charles T. Tucker
SFC Douglas R. Bowers
SSG James W. Brunner

San Antonio

SFC Stanley K. Cooper
SFC Robert P. Scott
SSG Conrado Martinez Jr.



St. Louis

SFC Wayne Gully

Syracuse

SSG Richard Slippery

1st AMEDD

SFC Harry O. Browner
SFC William E. Lawrence
SSG David A. Caruso

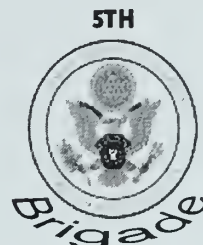
3d AMEDD

SFC Mark E. Nesgoda

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RSM OCTOBER 1999



TOP RA RECRUITER

SSG McClendon, Z (Beckley)	SSG Moon, D. & SSG Alston L. (Jacksonville)	SSG Hinkley, J. (Columbus)	SSG Lewis, K. (Kansas City)	SSG Lenmark, D. (Sacramento)
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TOP USAR RECRUITER

SGT Nielsen, M (Beckley)	SFC Hodgin, R. (Columbia)	SSG Smith, J. (Chicago)	SSG Singleton, R. (Houston)	SFC Duenas, M (Seattle)
-----------------------------	------------------------------	----------------------------	--------------------------------	----------------------------

TOP LPSC

Kingsport (Beckley)	Greenville (Raleigh)	None	Muskogee (Oklahoma City)	Tacoma Mall (Seattle)
------------------------	-------------------------	------	-----------------------------	--------------------------

TOP OPSC

Stollings (Beckley)	Lancaster (Columbia)	Gallipolis (Columbus)	Wentzville (St. Louis)	Eureka (Portland)
------------------------	-------------------------	--------------------------	---------------------------	----------------------

TOP COMPANY

None	Greenville (Raleigh)	None	None	None
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TOP AMEDD

Philadelphia	Florida	Cleveland	San Antonio	North West
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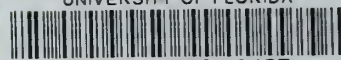
EVAN R. GADDIS
Major General, USA
Commanding General

RO/FY 00-01

Answers to the Test

1. 3 years, AR 135-7, 2.1-2 (1) page 8 Reserve Components Personnel Update 23
2. USAREC Reg. 140-3
3. AR 135-7
4. a. USAREC Reg 601-95, chap 2, para 2-1
5. a. USAREC Reg 601-95, chap 2, para 2-4
6. c. USAREC Reg 601-95, chap 2, para 2-4
7. f. USAREC Reg 601-95, chap 3, para 3-1b

8. EPSQ Validation Report, User's Form EPSQ 86, Digital (.zdb format) User's Form EPSQ 86 (on floppy disk)
9. b. Cannot
10. a. STP 21-24, SMCT, Oct 92, Page 4-21
11. b. STP 21-24, SMCT, Oct 92, Page 4-33
12. a. STP 21-24, SMCT, Oct 92, Page 4-35
13. a. True, UR 601-95, para 3-3 (1)
14. b. False, UR 601-95, para 4-2 (1)
15. b. False, UR 601-95, para 5-8



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